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ABSTRACT

This reference book provides information needed by employees in hospitality services occupations. It includes 29 chapters that cover the following topics: the hospitality services industry; professional ethics; organization and management structures; safety practices and emergency procedures; technology; property maintenance and repair; purchasing equipment and supplies; security; marketing, public relations, and special promotions; legal considerations of the hospitality industry; hospitality services guests and customers; needs of guests and customers; techniques for complaint resolution and guest and customer service; front office procedures of hotel operations; departmental functions in hotel operations; equipment and supplies for housekeeping and laundry; housekeeping and laundry in hotel operations; time and energy management techniques for housekeeping and laundry; sanitation and disinfection techniques for housekeeping and laundry; entering and exiting cleaning areas; linen repair and maintenance; sources and functions of nutrients; nutrient retention; housekeeping procedures and sanitation standards; choice of food service equipment; management principles related to food production and services; quantity food production techniques; food presentation techniques; and food server techniques. Each chapter begins with an essential element and objectives to achieve. Within the text, italicized, bold-faced vocabulary terms are included with definitions or explanations. The content of each chapter is summarized in points to remember and vocabulary terms are repeated in a list of words to know. Technical terms and concepts are indexed, and review questions are provided. Answers to the review questions appear in a separate booklet. (KC)

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Hospitality Services

Reference Book

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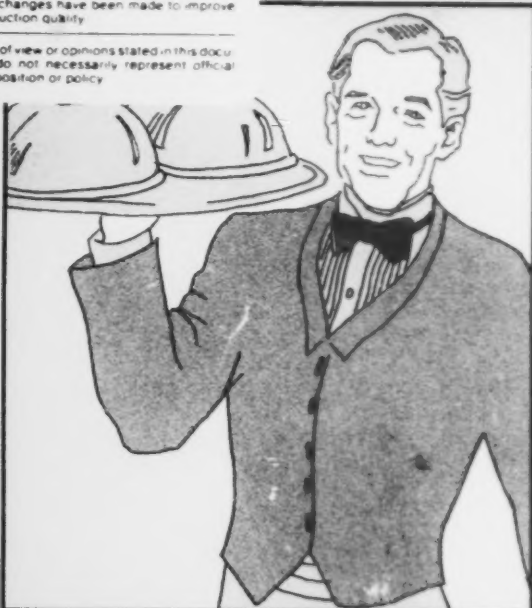
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VOCATIONAL HOME ECONOMICS EDUCATION DEPARTMENT OF CURRICULUM AND INSTRUCTION
TEXAS EDUCATION AGENCY AUSTIN, TEXAS

HOSPITALITY SERVICES

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PREFACE

Hospitality services is a growing industry. Between 1978 and 1985, the gross sales for the hospitality services industry doubled. Various factors have contributed to this growth. Employment of larger numbers of women has resulted in more meals eaten away from home. Increased leisure time and larger salaries have provided more discretionary income to spend on travel and tourism. It is estimated that hotels and motels employ approximately 1.4 million people and have annual sales of almost \$50 billion. The food service portion of the industry employs over eight million people with total sales of almost \$200 billion each year. The hospitality services business is people-oriented. Therefore, ability to work well with people is crucial to employment success in most hospitality services occupations.

Career opportunities are diverse in hospitality services. Restaurant and hotel management requires knowledge of subject matter from a variety of disciplines. Employment is available at a variety of levels ranging from entry-level jobs to professional careers. Employment opportunities and qualification requirements of employees vary according to location, type of business, and management style. This reference book presents general information about various areas of the hospitality services industry. The content of the book should be read with an understanding that some employment situations will fit the descriptions provided while others will vary. Therefore, hands-on experience and use of other resource materials are important components of the total training experiences needed by students entering the hospitality services industry.

Occupational Education Series

Hospitality Services is part of an occupational education series which focuses on a broad range of employment opportunities. Each title in the series addresses one career cluster. The materials may be used for one or more years of instruction. The instructional materials designed for this cluster include the following components:

- The *Reference Book* provides information needed by employees in the occupational area. Each chapter begins with an Essential Element and Objectives to Achieve. Within the text, italicized, bold-faced vocabulary terms are included with definitions or explanations. Illustrations are also included to aid student learning. The content of each chapter is summarized in Points to Remember and vocabulary terms are repeated in a list of Words to Know. Technical terms and concepts may be located quickly by using the index included in the book. Questions for Review are provided for the student as a self-test.
- The *Student Activity Book* provides a variety of pencil-and-paper activities. Activities are provided for all objectives on the Objectives to Achieve lists and correlated with chapters in the reference book.

Reference Book

The *Hospitality Services* reference book is concentrated on the skills and attitudes needed for successful employment in the field of hospitality services. The book is organized into twenty-nine chapters that are intended to be used as needed, not in any particular order. No one reference can provide all the information needed for a career in a particular field. Therefore, students should be encouraged to study various topics more intensively, to use additional references, and to apply the information in either laboratory or on-the-job training. Hand-on experience is essential to understanding the concepts of hospitality services.

**TAC 75.83
HOSPITALITY SERVICES**

- (v) Hospitality services (two-three units) shall include the following essential elements:
- (1) Concepts and skills related to hospitality services. The student shall be provided opportunities to:
 - (A) describe management functions related to property operation and support services;
 - (B) discuss a code of professional ethics for hospitality employees;
 - (C) contrast various ownership/management structures in the hospitality industry;
 - (D) demonstrate safety practices and emergency procedures; and
 - (E) describe applications of technology in the hospitality industry.
 - (2) Concepts and skills related to supportive services. The student shall be provided opportunities to:
 - (A) describe simple procedures for property maintenance and repair;
 - (B) identify procedures for purchasing equipment and supplies;
 - (C) describe property security procedures;
 - (D) discuss strategies for public relations and special promotions; and
 - (E) describe legal considerations of the hospitality industry, including guest, property, and employee liability.
 - (3) Concepts and skills related to the psychology of guests. The student shall be provided opportunities to:
 - (A) define the concept of guest/customer;
 - (B) discuss the needs of guests/customers; and
 - (C) apply techniques for complaint resolution and guest/customer service.
 - (4) Concepts and skills related to lodging operations. The student shall be provided opportunities to:
 - (A) identify front office procedures;
 - (B) explain typical departments and functions;
 - (C) select equipment and supplies appropriate for various housekeeping and laundry tasks;
 - (D) outline required methods and sequences to be used for performing housekeeping and laundry tasks;
 - (E) apply time and energy management techniques in performing housekeeping or laundry tasks;
 - (F) apply sanitation and disinfection techniques in performing housekeeping or laundry tasks;
 - (G) describe procedures for entering and exiting assigned cleaning area; and
 - (H) describe procedures for routine linen repair and maintenance.
 - (5) Concepts and skills related to food and beverage operations. The student shall be provided opportunities to:
 - (A) describe the sources and functions of nutrients;
 - (B) relate food preparation and service techniques to the retention of nutrients;
 - (C) demonstrate appropriate housekeeping procedures and sanitation standards;
 - (D) use appropriate large and small food service equipment for prescribed task;
 - (E) identify management principles related to food production and services;
 - (F) apply quantity food production techniques;
 - (G) demonstrate a variety of food presentation techniques; and
 - (H) demonstrate food server techniques.

1 Hospitality Services Industry

ESSENTIAL ELEMENT

- Describe management functions related to property operation and support services.(v1A)

OBJECTIVES TO ACHIEVE

- Describe the hospitality services industry and its lodging operations.
- Explain services provided by various types of food and beverage operations.
- Identify responsibilities of hospitality services managers.
- Analyze personal qualities needed by hospitality services managers.
- Point out advantages and disadvantages of employment in the hospitality services industry.

Traveling and dining are favorite pastimes of people in today's society. Regardless of where one is going, for business or pleasure, at some point in the journey he or she will need a place to sleep and food to eat.

The *hospitality services* industry encompasses lodging and food and beverage operations. The services date back to earliest times and have grown as travel has become easier. Especially since the spread of railways and inventions of automobiles and airplanes, travel has increased dramatically each year. The demand for hospitality services will exist as long as people continue to travel or eat away from home.

According to U.S. Travel Data Center in Washington, D.C., Americans spent \$281.5 billion on domestic and foreign travel in 1986. Also, domestic travel has outgrown the rise of the gross national product since 1976. As the need for more services increases, the demand for quality hospitality services in all price ranges also grows. Travel influences the demand for hospitality services and makes the hospitality services industry one of the largest service industries in the United States today.

Lodging and food and beverage operations can be found in almost any community. Lodging operations include hotels, motels, motor inns or motor hotels, and bed and breakfast homes and inns. Food and beverage operations include full-service and fast-

food restaurants, bars, clubs, cafeterias, banquets, catering service, snack bars, central kitchens or commissary service, institutional food service, vending service, home delivery, and takeout service.

LODGING OPERATIONS

Many terms have been used to describe lodging operations, but the distinctions between the terms are blurred because the services provided overlap. Some common terms include motel, motor hotel, inn, hotel, and motor lodge. Today, the exact definitions of these terms are seen as less important than the images lodging operations wish to portray. For example, a lodging operation may choose to use the term "inn" because it suggests warm, friendly feelings or it may choose to use the term "hotel" because it portrays feelings of efficiency, service, and amenities. Owners choose names for their lodging operations that communicate the images they wish to portray. In the future, new names could be given to lodging operations to keep pace with the growing and diversifying industry.



Hotels

Guests are transients or individual travelers seeking accommodations for safety, shelter, and sometimes food. Guests patronize hotels. *Hotels* are establishments that provide lodging and food service. They may be classified by their location (resort, highway, or central city), the type of guest that lodges there (commercial, resort, or convention), or the price of the rooms (budget, middle scale, or luxury).

When compared to other lodging operations, hotels are often high-rise lodging facilities that may have covered entrances used for loading and unloading. The reservations desk is usually located just inside the entrance. Guests usually walk through hallways inside a building and use elevators to reach their rooms. Parking may be served by parking valets. Some people in the hospitality industry classify hotels according to four categories: commercial (or transient), residential, luxury, and resort (seasonal and year-round).

Commercial Hotels – *Commercial hotels* primarily serve tourists and people traveling on business trips. Commercial hotels receive most of their business during the week from business travelers. Weekends may be slow. To encourage weekend business, commercial hotels may offer special weekend packages that include two or three-night stays, tickets to sports games or amusement parks, meals, and sometimes parties.

Many commercial hotels offer some of the incentives of resort and luxury hotels to improve their guest services image and to encourage business. These incentives include organized activities, several restaurants, complimentary meals, and complimentary toiletries in the rooms.

Residential Hotels – *Residential hotels* rent apartments for fixed periods of time with food or meals and maid service supplied. Some well-known hotels rent large numbers of suites permanently. This practice makes the hotel partially residential.

Luxury Hotels – *Luxury hotels* offer first-class service and cuisine and are usually high priced. The luxury hotel usually employs an abundance of service personnel.



Resort Hotels – *Resort hotels* are located in vacation and tourist areas such as beaches, mountains, and spas. Resort hotels provide the pleasure seeker/vacationer high quality comfort, food, and entertainment at rates the

middle-class traveler can afford. Resort hotels may be open year round or seasonally. Guests usually stay at resort hotels for extended periods of time and take part in sight-seeing and other planned recreational activities. The price of these hotels usually includes dinner and breakfast. Resort hotels have several food and beverage establishments so that guests may have a variety of choices of service, food, and atmosphere.

Condominium Hotels – *Condominium hotels* are individually owned apartments that are located in resort areas. A 100-room resort condominium complex may be owned by ninety owners who participate in a rental pool. Each complex usually has a manager who manages the property for owners. Managers rent the condominium units to guests and maintain the property. Owners of condominiums usually view them as investments as well as vacation property; however, some owners do not actually occupy their property for more than two or three weeks each year.

Other Lodging Operations

Besides hotels, other lodging operations exist. Other lodging operations include motels, motor inns or motor hotels, bed and breakfast homes, and bed and breakfast inns.

Motels – *Motels* are usually known as low-rise, road-side lodging facilities where guests can drive to the front desk office to check in and then drive to their assigned rooms. Motels serve many types of travelers who usually stay one or two nights. Motels are seen as less formal than hotels. Tipping is less likely to be expected at motels. Guests' automobiles can be parked close to their rooms, thus eliminating the need and cost for baggage handling. Delivery of meals to guest rooms is not available.

Motor Inns or Motor Hotels – *Motor inns* or *motor hotels* usually are inner city motels and may have several floors. Motor hotels offer parking near the rooms. Owners and managers of many large motor inns refer to their property as hotels because the term implies a classier image.

Bed and Breakfast Homes and Inns – *Bed and breakfast homes* are often family homes in which the homeowner has prepared bedrooms and bathrooms to rent to travelers by the day. Guests usually share bathrooms. A continental breakfast is included in the price of the room. *Bed and breakfast inns* usually have more rooms and more private baths than bed and breakfast homes. Guests often enjoy the homelike atmosphere and personal service received at these establishments, while homeowners enjoy meeting people and using their homes as sources of income.

For the purposes of studying hospitality lodging operations, the word "hotel" will be used to refer to all hotels, motels, and inns unless otherwise specified. Most of the work and duties at all lodging operations are similar, although managers or owners in small motels, motor inns, and bed and breakfast homes and inns may perform more of the duties that are delegated to department managers in hotels and larger motels.

FOOD AND BEVERAGE OPERATIONS

Consumer expenditures on meals eaten away from home totaled \$149 billion in 1987, an increase of \$8.2 billion from 1986, according to trade market statistics. The United States Department of Labor reported that an average of 5,994,000 people were employed in food and beverage operations in 1987, which is an increase of 1,122,000 more employees since 1982. Trade market groups estimate that Americans eat an average of one out of every three meals away

from home and that 40 percent of their food dollars is spent eating meals away from home.

The United States' increased prosperity changed American lifestyles in recent decades by making it possible for more Americans to go out for meals. Recent inflationary times and economic declines have not affected this trend. Because more people work away from home, they spend less time preparing food at home. In addition, many employees eat in food service establishments located in businesses, institutions, or factories. Increased emphasis on travel has also created a demand for food service on airlines, on trains, at vacation and resort areas, and in hotels and motels.



Customers are those who purchase products from and use the services of a business. Customers patronize food and beverage establishments. Many types of service are offered by various food service operations. A food operation that offers *seated service* provides an employee to seat customers at tables. Customers order from menus. Servers carry the prepared food and beverages to customers. In *self-service* types of food service, the food is displayed so that customers can serve themselves. This type of service allows customers to choose their food preferences and portion sizes. *Counter service* customers are served from a counter close to the food preparation area. One counter service employee may serve eight to ten customers during one time period. Counter service customers order from a limited menu. Special menu items are displayed in pictures or advertisements to speed decision making. *Trayline service* or *cafeteria service* allows guests to select their own food and carry it to tables. Any one or more of these types of food service may be offered at a food and beverage operation. Generally, the food service operations that provide more service to customers charge higher prices.

Food service operations may vary in many ways including the following:

- amount of menu choices provided
- where food is prepared and served
- how food is served
- who is served

Types of Food and Beverage Operations

Food and beverage operations include full-service restaurants, fast-food restaurants, takeout service, cafeterias, catering service, institutional food service, central kitchen or commissary service, snack bar and vending service, home delivery, and bars and clubs. Fast-food restaurants and full-service restaurants are the most familiar types of food and beverage operations in the hospitality services industry.

Full-service Restaurants – *Full-service restaurants* offer seated service to customers. These restaurants offer food service in various price ranges and may offer extensive or limited menus.



Fast-food Restaurants – *Fast-food restaurants* provide food that is prepared and served quickly. These restaurants offer food service in various price ranges and may offer food choices that are either extensive or limited. Seated service is provided on the premises with some restaurants also offering takeout service.

Takeout Service – *Takeout service* allows a person to order by phone or in person and take the food home when it is ready. A restaurant may choose to provide takeout service to increase sales and profit margins. This service provides the customer with a meal that is economical, fast, and diversified. One disadvantage of takeout service is that the food becomes less appetizing the longer it is held before eaten. An advantage of takeout service is that customers are not obligated to leave tips.



Cafeterias – Cafeterias provide buffet style food service allowing customers to choose food items that are served by food service employees. The cafeteria has an extensive menu choice. Customers select entrées and side dishes from a buffet rather than by ordering from a menu.

Catering Service – Catering is a food service provided on or off the business' premises. Guests may be served while seated or served through a buffet line. The menu choices may be extensive, but usually a menu is chosen for each particular function. Persons served are usually guests associated with a special function such as a wedding, party, business function, or *banquet* (a formal dinner which usually has one or more speakers).

Institutional Food Service – Institutional food service is a food service that offers customers a limited menu choice and seated, trayline, and mobile cart service. Service may be provided either on or off the premises and usually at schools, hospitals, prisons, homes for the elderly, and military bases.

Central Kitchen or Commissary Service – Central kitchen or commissary service usually offers limited choices and serves students, patients, passengers, customers, and vending machine users. The service to customers is located away from the kitchen where food is prepared. One example of a central kitchen service is food served on airline flights that is prepared prior to the flight in a central kitchen on the ground. Another example of a central kitchen is preparation of foods in a central facility which is distributed to all restaurants in a hotel chain. Other central kitchens are used for preparation of foods sold in vending machines.



Snack Bar and Vending Service – Because many people are in a hurry, snack foods that can be obtained easily and quickly are in demand. A *snack bar* offers food items that are prepared easily and quickly. Counter, takeout, or seated service may be provided. Snack bars usually do not provide full meals. Snack bars may be located in various places within shopping malls, businesses, and institutions. **Vending** has become an important and profitable industry. Vending machines provide candy, snack foods, soft drinks, and other food items instantly. Vending machines are found in a variety of places including schools, businesses, and industries.

Home Delivery Service – Home delivery is a food service offered by some restaurants which allows a person to call and order food and an employee of the restaurant delivers the food to the person's home. Some restaurants offer this as an extra service while other businesses offer only home delivery. Home delivery has become very popular because people do not have to leave home, they do not have to cook, and they are provided service quickly. Three factors necessary for a home delivery business to be successful are the following: speed of delivery, food quality, and employee spirit. Home delivery has been successful for pizza businesses, and businesses that offer lunch delivery for corporate offices are gaining popularity.

Bars and Clubs – Bars and clubs offer extensive choices of alcoholic and nonalcoholic beverages and sometimes snacks. Bars and clubs provide both seated and counter service. Some bars and clubs are located within restaurants, hotels, and large motels, or they may be individual establishments. Music, dancing, or comedy entertainment may be provided live or played from recorded tapes. Some clubs have television entertainment. Customers are limited by age. State and local liquor laws govern the establishments. Some clubs and bars are considered private, meaning patrons must be members or the guests of members in order to be admitted and served. Memberships are sold to adults. For the purposes of studying all food and beverage operations in this book, bars and clubs will be referred to universally as food operations unless otherwise noted for specific operations.

RESPONSIBILITIES OF MANAGERS

Hospitality services managers must lead many employees toward a common goal—the business' success. Many hospitality services operations are led by general managers who delegate specific departmental duties to department managers. Whether a general manager or department manager, a manager has an obligation to employees, customers, and the business owner to complete his or her many responsibilities. A manager has many roles he or she must perform successfully in order for the business to succeed.

Types of Responsibilities

Hotel and restaurant owners and general managers are responsible for the entire operation of their businesses. Their responsibilities include the following:

- customer service and satisfaction
- budgeting
- record keeping
- personnel management
- sanitation, safety, and security
- inventory, purchasing, and receiving
- business' appearance
- public relations promotion
- delegating authority



Customer Service and Satisfaction – In the hospitality services industry, customer service and satisfaction are highly important. Managers want customers to be acknowledged and served quickly so they are not left waiting or feeling ignored. Managers of food operations want servers to check on customers often throughout meals to serve their needs as well as to determine food quality. If something negative happens while a customer is being served, the server and manager try to do what they can to please the customer. Managers often are available "on the floor" to spot problems and correct them as quickly as possible.

Customer satisfaction and financial success are interrelated. Customer satisfaction is important and must be earned by all who are employed in the hospitality services industry. If a hotel or restaurant fails to satisfy its customers, there will be no financial success. When earned, customer satisfaction will bring repeat business, referrals, and ultimately more income and success.

Budgeting – In hotel management, the budget and the annual marketing plan are the general manager's major concerns. A hotel's *marketing plan* is based on researching past sales and characteristics of the community and guests. This research tells the owner and general manager about past successes and failures, the regional and national economic condition, and the profiles of the competition. The marketing plan helps management determine how much patronage will come from corporate, convention, government, transient, or education business. *Corporate business* is a type of guest business generated by people traveling on business trips or companies using the hotel for business purposes. *Convention business* is a type of guest business generated by people attending conferences and large meetings. *Government business* is a type of guest business generated by people attending government functions or traveling on behalf of the government. *Transient business* is a type of guest business generated by people who are traveling to visit others or are on vacation. *Education business* is a type of guest business generated by people using the hotel for educational purposes or attending educational meetings. If a hotel manager and owner can identify the hotel's major customers, the hotel can centralize its marketing efforts to attract those customers.

Once a marketing plan is developed, the owner and general manager can develop a budget. A *budget* is based on an estimate of how much income is

projected for the coming fiscal year and is a plan for meeting probable expenses. The hotel's owner then establishes budgetary guidelines and projected profit goals for the hotel.

The budget is the hotel owner's first priority. Once the owner approves the budget and budgetary guidelines, the budget is sent to the general manager who may distribute portions of the budget to department managers. For example, the portion of the budget that covers operating expenses and funds for the engineering/maintenance department is given to the chief engineer. The chief engineer is responsible for operating the engineering/maintenance department within the budgeted amount of funds specified for the department.

A department's manager and staff and the general manager are all responsible for a department's ability to operate within its budget, and if applicable, produce a projected income. For example, the front desk department is responsible for managing with a certain amount of money for its operation, expenses, and labor costs. The staff tries to keep expenses to a minimum, yet remain functional. The department also is responsible for producing a certain amount of income for the hotel through room sales. To achieve this, the front desk department tries to achieve a certain proposed budgetary occupancy rate each day and then establishes average rates.

In contrast, the housekeeping department also is responsible for keeping costs to a minimum. However, because the department does not directly develop income, it is not responsible for income production. The department and its manager is responsible for indirect income to the business through time efficiency.

Record Keeping – Hotel general managers are responsible for preparing and sending necessary reports about hotel operations to the hotel's owner. These reports may address subjects such as payroll, profit and loss, occupancy rates, promotions, or special situations encountered with guests.

Personnel Management – Regardless of the management organization, general managers continue to supervise the entire operation and all employees. If the operation is running smoothly because of good management, the general manager may not have to provide as close supervision as otherwise might be needed. However, the general manager is responsible for daily operational checks to ensure the business' smooth operation.

To help ensure quality customer service, general managers or department managers are responsible for hiring quality employees. Many businesses interview potential employees twice in order to make wise choices. Department managers also are responsible for providing each new employee thorough training. During training, managers should inform new employees about the business' philosophy and policies, the employees' tasks, the standards of performance expected, and safety measures. If a manager fails to train employees properly, the employees' lack of information can negatively influence customer service, customer satisfaction, and business success.

Employee performance and customer satisfaction reflect management's responsibility to the employees. Management is responsible for providing employees with a good work environment and proper equipment so they can do their jobs well. Managers are responsible for making sure schedules are posted on time and employees are paid on time. Managers should also be available to employees if they need assistance.

It is important to a business for employees to perform well and to enjoy their work. Employee motivation is an important management task and is vital to business success. To achieve a high level of customer satisfaction, employees

must be motivated to perform their jobs well and display positive attitudes. Employees need to receive a sense of satisfaction, reward, and accomplishment from their work. Well-motivated employees reach their potential abilities and get the most out of themselves and their work. An employee who performs well usually enjoys his or her work. An employee who capitalizes on successful methods will succeed in the business and help the business succeed. A successful employee will promote customer satisfaction.

Although customer satisfaction is of primary importance, employees need the security of knowing that managers will listen and support them when problems occur. Managers often try to keep open channels of communication between themselves and employees. Good managers also show employees appreciation for their hard work with employee picnics, gifts at holidays, or other incentives. Employee recognition and appreciation helps build and maintain employee morale and motivation.

Sanitation, Safety, and Security – It is a general manager's responsibility to be sure the business conforms to all health and safety regulations. Although the manager delegates these duties to department managers, he or she is ultimately responsible for the health and safety of guests, customers, and employees. Health and safety duties are important and involve all departments, particularly the kitchen and bar where health inspections occur. The engineering/maintenance department is responsible for preventive maintenance of the business' premises in order to prevent equipment failures and potential problems that might cause injuries.

Management also is responsible for the security of a hospitality service operation. A lodging operation chooses to use security guards or security cameras and monitors. It is management's responsibility to provide a safe place for employees and guests. Today there are many new advances in technology to make hotels and motels safer.

Inventory, Purchasing, and Receiving – The manager must make sure that the hotel or food operation has an adequate inventory to handle each day's business. Managers, whether departmental managers or general managers, are responsible for making sure all ingredients for all menu items, as well as utensils and equipment, are in stock and of good quality each day.

Managers of food operations must review sales histories to determine which items sell well and which ones sell poorly. Periodically, managers must revise menus to delete items that do not sell well and to add new items that will improve profit and increase interest in the restaurant.

Business' Appearance – A manager is responsible for the overall appearance of the business. He or she makes sure the property is maintained properly and that repairs are made promptly. He or she must be sure the appearance of the business reflects the image the business wants to project.

Public Relations and Promotions – Large hotels and chains have public relations personnel who work to create a good image for the business. Public relations personnel encourage the media to write articles about the business. They want the hospitality operation to be seen favorably by the public. Both general managers and department managers use public relations with customers. Managers want to make sure guests are comfortable and happy so the guests will tell others about their good experience with the hotel. Managers also want guests to visit the hotel again. The headquarters of a *chain hotel* (one of a number of hotels owned by one company) may plan public relations campaigns for all of its hotels; however, the local hotel also is responsible for public relations and hotel promotion at the local level. The hotel's management also visits local businesses and organizations to encourage use of the hotel.



In food operations management, emphasis may be placed on producing quality products and creating a desired atmosphere. If a food operation provides good service and good food, it will develop a good reputation. In food operations, it is very important that hot food is served hot, cold food is served cold, food is not spoiled, food is prepared using a method to retain nutrients and prevent food-borne illnesses, and food is served attractively. If food quality is a problem, managers should identify the problem and correct it immediately. Food quality affects customer satisfaction.

In hotel and food operations, every employee depends on the other employees, including the manager. Management problems can create service problems. If the manager and other workers do not arrive at work on time, the schedule for the entire day is affected. If the hotel is understaffed, customer service and satisfaction will suffer, possibly affecting future business. In addition to serving tables or preparing food, each person in the food operations industry has specific duties for which he or she is responsible. An additional duty might include keeping condiment containers filled or glasses stocked. If each duty is not performed on time, customer service is affected and the reputation of the business is harmed.

Quality work and customer service usually result in a positive image. Customers tend to choose businesses with reputations for quality. The more customers who leave a hotel or restaurant as satisfied guests, the better the business, the repeat business, and the business' reputation. Employees gain satisfaction from knowing they have performed quality work and that their work is appreciated by guests.

Delegating Authority – General managers in large hotels delegate some duties to the department manager of each department. These department managers are responsible for the following:

- operating the department within the budget
- maintaining standards of performance
- training personnel
- completing purchase orders for supplies
- achieving departmental goals
- maintaining proper inventory balance
- achieving customer satisfaction
- controlling duties
- administering health and safety precautions



In small hotels, the general manager or owner is usually responsible for most departmental management duties with the possible exceptions of housekeeping and food and beverage departments. The general manager may oversee the front office, security, maintenance, the administrative staff, operations, and budgets in addition to performing the overall management responsibilities listed previously.

A hotel's management analyzes and evaluates the hotel's entire operation. From the analysis and evaluation, management begins a process called management by objectives. The general manager and department manager establish departmental goals or objectives in an attempt to improve the hotel and staff's operation. While setting goals, managers may also establish standards for service and performance. The established goals and standards help the department managers train new employees and inform existing employees of what is expected of them, what management wishes to achieve, and why these achievements are important to the overall operation. From this point, the standards can be enforced and work can begin toward achieving the goals.

Department managers' duties involve accountability control standards that help each department determine and control costs, manage waste problems, identify inventory needs, and prevent theft. For example, restaurant managers

must be sure they and their employees keep accurate accounts of food order tickets and guest checks so that management can keep track of food and beverage costs, lost tickets, sales, accurate and inaccurate pricing, expenses and income, and estimates of inventory shortages.

PERSONAL QUALITIES NEEDED BY MANAGERS

Effective managers possess a wide array of personal qualities. Some of these qualities may be learned while others are based on personal traits and personal experiences. A manager, whether a general manager or department manager, must have personal qualities that help him or her develop successful employees and a successful business.

Types of Personal Qualities Needed

To be a successful manager in the hospitality services industry, a person must have the following qualities:

- communication skills
- leadership abilities
- organizational skills
- a management style conducive to the organization
- capability to perform many tasks
- toleration of working long hours
- interest in the industry
- technical skills



Communication Skills – Possessing good communication skills is important to hospitality managers because their business is a people-oriented business. Hospitality services employees work for their customers' satisfaction. Enjoying meeting a variety of people, in addition to working with many employees, makes skill at communicating an important quality for managers.

Sometimes managers may become consumed by their work and not be aware of what is happening in their hotels or food operations. By talking with employees and customers, managers find they discover ways to improve their business' customer service.

By asking customers for *feedback*, responses that evaluate the performance of service or information received, managers and employees find they learn more quickly about problems and positive aspects of their service. If feedback is never received, managers will not know how customers view the business. Most hotels and food operations try to take appropriate action as soon as feedback is received. Many also try to recognize employees for good performance and to correct problems by using positive, constructive actions.

Management Style Conducive to the Organization – Good managers have management styles conducive to their organizations. The management style should obtain results from employees without harming morale. A *participative management style* is a style that is successful in motivating people. This management style involves two-way communication between employer and employees and incorporates management by objectives. *Management by objectives* occurs when employees and the employer work jointly to establish some of the goals or objectives of the business. Although employees have input into business operations, the ultimate responsibility for profitable results and decisions lies in the hands of the management.

Practices that managers may find helpful in performing their jobs include the following:

- seeing the operation through the eyes of the customer and the employee

- interacting with and assisting employees as they work
- asking for feedback from customers

Managers in hospitality services may work with many unskilled and uneducated employees because the entry-level jobs do not require academic achievement. These employees often require more supervision and training from a manager than do employees with higher educational levels. Successful managers are able to work with people of various skill levels and provide the direction needed by these employees in order to complete assigned tasks.

Leadership Abilities – A manager must be a good leader. He or she sets the standard for how other employees act and work. The manager is a role model to employees. If a manager does not arrive on time and is not dependable, the manager can usually expect employees to perform in the same manner. A manager must also be able to build employee morale and keep employees enjoying their work. Happy employees tend to be productive, friendly employees who provide customer satisfaction.

Organizational Skills – Organization is important for a manager. He or she has various duties and responsibilities and has many employees to supervise. A manager must be sure all operations and duties are managed correctly and on time. An organized manager can be more efficient with time and more productive in his or her work. Organized management motivates employees to become organized.

Capability to Perform Many Tasks – A manager of a hospitality services business must know how to do a variety of tasks and enjoy doing them. Besides having to perform a variety of tasks personally, managers' knowledge of various jobs helps in training employees.

Toleration of Working Long Hours – A hospitality services manager works long hours on evenings, weekends, and holidays. Long hours at resort businesses may be seasonal. The hospitality services manager should enjoy spending many hours in the same setting. The excessive hours may be detrimental for the average manager whose decision-making skills and productivity decrease after forty-four to forty-eight hours of work. Reducing the number of hours in a work week tends to increase efficiency per hour worked.

Interest in the Industry – A hospitality services manager should be interested in the industry so that he or she will stay informed. Like other professions, hospitality services managers should stay informed about trends in the industry. By reading articles and attending professional meetings, a hospitality manager can keep a fresh outlook on his or her job and can learn new technology available for customer service.

Technical Skills – Some technical skills a manager must possess include knowledge about marketing principles, nutrition, food service, costs of food and beverages, wines, travel and property management information, and many other technical skills. Other disciplines including accounting, statistics, business law, and data processing are useful to a manager. Accounting and other financial skills are used in a variety of tasks each day.

ADVANTAGES AND DISADVANTAGES OF HOSPITALITY SERVICES EMPLOYMENT

As with other careers, a hospitality services career has its advantages and disadvantages. The key word is hospitality. If a person enjoys hospitality, he or she is likely to enjoy providing good hospitality. When customers enjoy the hospitality services employees provide for them, the business will be rewarded.

Advantages

Many managers and employees find their work rewarding, especially when guests compliment the hotel or food operation. Hospitality services work is rewarding to those people who enjoy working with and helping other people.

Advantages of most occupations in hospitality services include the following:

- There is a variety of part-time and full-time jobs available with educational requirements ranging from little education to a college degree.
- Employees can earn competitive salaries, wages, and benefits.
- Many jobs are available because of the demand for hospitality services workers.
- Employees enjoy pleasant work environments.
- There are many opportunities for advancement and management training.
- Some employees receive fringe benefits.

The amounts and kinds of benefits employees and managers receive in the hospitality services industry are the factors that appeal to most people. Depending on the size of the business, hotel and food operations managers' benefits may include health and life insurance, dental insurance, savings and profit sharing, bonuses, pension or retirement plans, stock options, and part ownership in businesses. These benefits can add healthy sums to a manager's base salary.

Managers may also have additional benefits related to the occupation. Restaurant managers may receive free meals at work. Hotel managers may receive furnished living quarters on the premises and meals if a restaurant is available. Hotel managers of chain operations may also have opportunities to live in or travel to many places through job transfers or by working vacation relief for other hotel managers in the chain. Sometimes companies pay for sightseeing excursions of local sights in order for managers to provide tourist information to guests.

The number of benefits offered to managers and employees often depends on the size of the hotel or food operation. Small hotel or restaurant operations, such as "Mom and Pop" businesses, may offer less benefits because they are unable to afford the fringe benefit costs that larger businesses can offer. Employees in restaurants, bars, and other areas where tipping is common may have lower hourly wages than other employees. However, tipping provides employees with a higher income potential if quality service is provided.

Disadvantages

Working with the public in a hospitality services occupation can be demanding. Disadvantages of hospitality work might include the following:

- Managers must work long hours.
- Employees must work nights, weekends, and holidays.
- Managers may continuously be on call.
- The work is physically demanding.
- Time pressures in some positions may be stressful.
- The potential for personal liability is increased (especially for those who work in bars).



Points to Remember

- Hospitality services industries include lodging operations, food and beverage operations, and the services they provide.
- Hospitality services date back to earliest times and have grown into one of the largest service industries in the United States.
- American society today is more mobile than in the past. Ease of travel and increased numbers of women working outside the home have influenced the growth of the hospitality services industry in recent decades. These changes have created the need for quality lodging and food service at all price ranges.
- Lodging operations may be classified as hotels, motels, motor inns or motor hotels, resorts, and bed and breakfast homes and inns.
- Hotels may be classified into four categories: commercial, resort, luxury, and residential.
- Motels have parking facilities close to guests' rooms. Most hotel rooms must be entered by walking through inside hallways or using elevators.
- Types of food and beverage operations include full-service and fast-food restaurants, takeout service, catering service, cafeterias, snack bars, bars and clubs, institutional food service, and central kitchens or commissary service
- Food service operations may vary in many ways including the following:
 - amount of menu choices provided
 - where food is prepared and served
 - how food is served
 - who is served
- Management's responsibilities include the following:
 - customer service and satisfaction
 - budgeting
 - record keeping
 - personnel management
 - sanitation, safety, and security
 - inventory, purchasing, and receiving
 - business' appearance
 - public relations and promotions
 - delegating authority
- The annual marketing plan and budget are tools general managers and owners use to manage hotels.
- Department managers supervise particular departments within a lodging or food service operation.
- Department managers are responsible for the following:
 - operating the department within the budget
 - maintaining standards of performance
 - training personnel
 - completing purchase orders for supplies
 - achieving departmental goals
 - maintaining proper inventory balance
 - achieving customer satisfaction
 - controlling duties
 - administering health and safety precautions

Words to Know

Questions for Review

- Practices that managers may find helpful in performing their jobs include the following:
 - seeing the operation through the eyes of the customer and the employee
 - interacting with and assisting employees as they work
 - asking for feedback from customers
- A successful hospitality manager has good communication skills, a management style conducive to the organization, leadership abilities, good organizational skills, capability to perform many tasks, toleration of working long hours, interest in the industry, and technical skills.
- Hospitality careers, like other careers, have advantages and disadvantages.

banquet
bars
bed and breakfast homes
bed and breakfast inns
budget
cafeterias
cafeteria service
catering
central kitchen
chain hotel
clubs
commercial hotels
commissary service
condominium hotels
convention business
corporate business
counter service
customers
education business
fast-food restaurants
feedback
full-service restaurants

government business
guests
home delivery
hospitality services
hotels
institutional food service
luxury hotels
management by objectives
marketing plan
motels
motor hotels
motor inns
participative management style
residential hotels
resort hotels
seated service
self-service
snack bar
takeout service
transient business
trayline service
vending

1. Why do people need hospitality services?
2. Why has the hospitality services industry grown so much in recent decades?
3. What are the differences in hotels, motels, motor inns, and bed and breakfast homes and inns?
4. What are the various types of food and beverage operations?
5. What are the responsibilities general managers have when managing a hotel or food service business? Why is each of these responsibilities important?
6. How does a marketing plan help a manager operate a hotel or restaurant?
7. Why is guest satisfaction important to a hospitality business?
8. What are some qualities a person interested in a career in the hospitality services industry should develop or possess? Why?
9. What are the advantages and disadvantages of working in lodging and food and beverage operations? Why?

2 Professional Ethics for the Hospitality Industry

ESSENTIAL ELEMENT

- Discuss a code of professional ethics for hospitality employees.(v1B)

OBJECTIVES TO ACHIEVE

- Explain the role of ethics in successful employment.
- Discuss the meaning of professionalism.
- Outline ethical responsibilities of hospitality employees.
- Discuss the importance of ethics and professionalism in the hospitality services industry.

Professional ethics are systems of moral principles and standards of conduct that govern individuals, professions, or businesses. The principles and standards are voluntarily upheld by most business people who also expect the same conduct from other business people, especially colleagues.

Professional ethics are important because a person's conduct almost always affects other people. If each person would keep the common good as a prime consideration in all of his or her decision making and actions, no person would intentionally violate another person's rights. In business, each person's actions not only affect other people, but also affect the business and its relationship with other individuals and businesses.

ETHICS

Ethics are systems of moral values, duties, or obligations that deal with what is good and bad. If a person's behavior is *ethical*, then that person is conforming to accepted professional standards of conduct. The well-known *Golden Rule*, "Do unto others as you would have them do unto you," is the basic philosophy of ethics.

A *code of ethics* is a system of moral principles or rules for a particular organization or profession. The hospitality services industry does not have a written code of ethics for the entire industry. Some organizations and associations develop their own codes of ethics.

The absence of a written code of ethics for the hospitality services industry does not mean that ethical conduct standards are not important; they are important. Many hospitality services laws and guidelines for handling people and situations are based on ethical standards, fairness, and people's rights. The laws were developed because of problems between hospitality services owners, customers, employees, and suppliers. The laws may have taken the place of a written code of ethics. Details of the laws regulating the industry are explained in Chapter 10.

Working in the hospitality services industry can test a person's character and self-control. In a variety of work situations, employees are responsible for handling situations without making unethical decisions. Employees handle large amounts of money and credit cards, see valuables in people's rooms, place valuables in safe-deposit boxes, and handle large quantities of food and other supplies. Employees also may be exposed to bribes, conspiracies, or other misuses of power from suppliers, customers, other employees, managers, or business owners. Employees or managers may be offered kickbacks for using specific products instead of buying objectively. *Kickbacks* are rewards received as payment or commission resulting from an agreement or understanding. Employees or managers may be placed into other situations that are considered conflicts of interest.

PROFESSIONALISM

A *professional* is a person who conforms to the technical or ethical standards of a profession or is employed in a learned profession. *Professionalism* is the conduct, aims, or qualities that characterize a professional person.

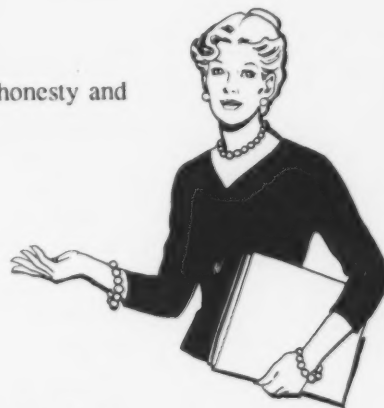
A professional exhibits the following characteristics:

- desires to give service to others
- does not require close supervision, but is trusted for his or her honesty and dependability in getting the work done on time
- assumes responsibility for his or her own actions
- seeks to improve self and skills
- is loyal to co-workers and clients
- does not attempt to advance at the expense of others
- is dependable in meeting obligations
- is proud of his or her work and chosen field
- contributes to the skill and knowledge of the profession
- takes the initiative and has or develops leadership qualities
- exhibits expertise
- displays an appearance appropriate for the profession

Hospitality employees have opportunities to develop and display professionalism in their work every day. Ways to display professionalism at work include the following:

- having patience, tact, and diplomacy when dealing with customers and co-workers
- being positive and cheerful to guests and customers
- being attentive to the needs of guests and customers
- being personable toward co-workers
- being a good representative of the business by maintaining a professional appearance
- following business policies

In employment interviews, employers evaluate prospective employees on the basis of character, attitude, and maturity. Employers cannot change these characteristics through training. Employers try to hire candidates who exhibit good character, positive attitudes, and maturity.



ETHICAL RESPONSIBILITIES OF HOSPITALITY EMPLOYEES

If a code of ethics was written for the entire hospitality services industry, it would include requirements for honesty and trustworthiness. Ethical behaviors by which employees should abide include the following:

- Remain loyal to the company and dedicated to the company's interest.
- Be honest in all actions and relationships performed by the business and its representatives.
- Denounce and avoid all forms of bribery, conspiracy, and kickbacks.
- Enhance the business' image by being professional in conduct, appearance, attitudes, and mannerisms.
- Remain objective in buying and selling goods and services.
- Keep confidential information confidential.
- Avoid conflicts of interest.
- Do not discriminate against another employee, customer, or guest on the basis of race, creed, color, national origin, sex, or age.

In figure 2.1, the two situations pose ethical questions related to the hospitality services industry. Both situations involve money, service, and the relationship between a business and its customers.

A blizzard hits a town that borders an interstate highway. A bus load of travelers becomes stranded and attempts to seek shelter at a nearby hotel. Knowing that the blizzard will increase room demand on this particular night, the night manager increases room prices by \$10 to \$15 for the night as he sees the travelers approaching the hotel. Was the manager acting ethically when he decided to increase room prices? What effect would the manager's actions have on the travelers' perceptions of the community and chain corporation?

In another situation, a server drops an item from a customer's plate as he takes the plate to the customer. While picking up the food item, he notices that his actions were not noticed by any of the customers. Instead of possibly losing a tip due to slower service by having a new food item prepared, the server serves the food item to the customers. Was the server's decision ethical or unethical? What consequences could have resulted from the decision?

Figure 2.1

Ethical decisions arise out of situations and relationships. In the relationship between the business and the employee, ethical dilemmas and decisions may involve hiring, firing, working choices, wages, employee privacy, conflicts of interest, insider information, moonlighting, secrecy, public interest, expense accounts, or whistle-blowing (reporting wrongdoings).

In relationships between businesses and their customers, competitors, suppliers, and stockholders, ethical conflicts sometimes arise. Issues such as workplace safety, fraud and deception, advertising and publicity, credit, labeling, buying, pricing practices, competitive practices, and shareholder rights may be involved. The business' relationship with the environment, local organizations, and society can raise ethical conflicts. Employee unions and right-to-work laws, business relocations, toxic waste and environmental damage, influence and/or cooperation with community leaders and their decisions, the economy and

economy-related problems, profits, governmental relationships, lobbying, or community development.

Codes of ethics or ethical policies and standards are developed when a hospitality services business establishes its philosophy and policies toward handling various matters. The philosophy and policies are then communicated by the company's owners or headquarters to general managers and department managers. Employees and department managers are extensions of the owner and general manager. General managers use the philosophies and policies as guides in handling matters of ethical nature. *Morality* is the ideals of right and proper conduct. Morality is an important consideration in developing philosophies, policies, and expected standards of conduct. Policies and philosophies are used by managers daily in all operations, actions, and decisions. Policies and philosophies may be used when managers are evaluating job applicants or trying to portray a certain business image. The manner in which a business is managed serves as a standard for employees. If the manager is involved in unethical practices, then employees may either innocently or unknowingly also be involved in these practices or get the impression that these practices are acceptable.

A hospitality services business almost totally relies on people to accomplish the work. Employees have many different backgrounds. A company wants to employ a person with a strong sense of morality because employees come into contact with many temptations they must resist.

The hospitality services industry is people and image-oriented. The industry also has many inherent potential temptations. For these reasons, hospitality services managers believe extensive background and reference checks should be performed on prospective employees. Employers also may ask prospective employees hypothetical questions to learn how they would handle sensitive, ethics-related situations. Managers must rely on their own instincts when hiring people.

In employment interviews, employers ask prospective employees how they would handle situations such as the following:

- knowledge that a fellow employee stole money or other valuables from a guest's room
- knowledge that an employee working in the kitchen was stealing food supplies
- knowledge that an employee was using illegal drugs or drinking on the job

Theft is a problem in the hospitality services industry. Two reasons are attributed to the problem: opportunity and need. Opportunities to steal items occur every day. Managers, employees, and customers can control the number of opportunities to steal by being aware of the temptations and reducing these opportunities. However, people always have needs. For example, people always need food or money to survive. Some people steal to fulfill their needs. Management can reduce theft by eliminating temptations to employees. Reducing temptations, within the bounds of efficiency, promotes ethical employee conduct and helps employee morale by reducing the number of ethical decisions the employees must face daily.

Employees often are selected with thorough screening and are trusted until they give employers reason for distrust. An employee who conducts herself or himself with integrity not only develops good customer relations, but also builds a reputation that will follow her or him when moving on to other opportunities. If an employer learns of an employee's unethical behavior, trust may never be reestablished or the employee may lose his or her job. A dishonest reputation can be detrimental for years. Ethical behavior is not just moral and professional, it also is practical.

IMPORTANCE OF ETHICS AND PROFESSIONALISM

Ethics and professionalism are important to hospitality services industries for many of the same reasons they are important to other businesses. However, unlike many businesses, the hospitality services business' purpose is to serve others. Providing proper service to customers is required for success.

Ethics in the Hospitality Services Industry

Maintaining ethical standards is important for the hospitality business. A hospitality business' success relies heavily upon its image and reputation for service. A business that conducts itself ethically gains a good reputation, and a favorable reputation yields more customers and more profits for the business. Businesses that gain customers continually will be successful. Employees benefit from a business' reputation by enjoying increased job security.

Ethics are important for employees of hospitality industries because an employee's conduct always affects other individuals, the business, and other businesses. Employees who make ethical decisions and adhere to ethical standards are respected by customers and employers. This respect and trust yields increased responsibilities, promotions, and merit pay increases.

Professionalism in the Hospitality Services Industry



Professionalism is important in the hospitality services industry because customers expect professional service. The hospitality services business should portray a professional image. Many employees are young and serve middle-aged professionals who expect professional service. Many general managers believe that unless employees convey enthusiasm toward presenting professional images, the hospitality business cannot give professional service. An employee who displays professionalism uses tact, patience, diplomacy, positive attitudes, quick customer acknowledgement, and attentiveness to customers' needs.

Hospitality services managers set certain performance standards and expect employees to meet these standards while meeting customers' needs and requests. Managers strive to be role models to convey images of professionalism to young employees. Managers also try to hire people who can present professional images even though they are young and just learning about professionalism. All employees must be able to present themselves in a professional manner. In training, professionalism is emphasized. Included in professionalism is the importance of making good first impressions.

Some companies make new employees sign conduct policies to ensure that each employee knows what is expected of him or her and understands company policies. Some conduct policies state that gambling, drinking, fighting, and using illegal drugs are not allowed. All of these unprofessional behaviors can harm a business' public image, decrease the business' sales, and affect the employee's job performance.

One way employees can develop professionalism is by thinking about the customers' feelings. The employee will gain better understanding of customers' points of view and will be able to provide better service. The professional employee will represent the business in a courteous manner and satisfy the customer's needs and requests.

Employees who strive to achieve excellence and professionalism in themselves and in their work become role models for others. Role model employees are highly valued by their employers. They will be among the first to receive recognition, merit pay increases, and promotions.

Points to Remember

- Professional ethics are systems of moral principles and standards of conduct that govern individuals, professions, or businesses.
- Professional ethics are important because a person's conduct almost always affects other people.
- In business, each person's actions not only affect other people, but they affect the business and its relationship with other individuals and businesses as well.
- The well-known Golden Rule, "Do unto others as you would have them do unto you," is the basic philosophy of ethics.
- A code of ethics is a system of moral principles or rules for a particular organization or profession.
- Many hospitality services industry laws and guidelines for handling people and situations are based on ethical standards, fairness, and people's rights.
- Ethical behavior in the hospitality services industry involves being trustworthy, honest, dependable, objective, nondiscriminatory, and able to avoid illegal behavior and conflicts of interest.
- A company's ethical policies and standards begin with the company establishing its philosophy and policies toward handling various matters.
- The manner in which a business is managed sets an example of behavior for employees. If the manager is involved in unethical practices, then employees may either innocently and unknowingly also be involved in the practices or get the impression that these practices are acceptable.
- Employees who conduct themselves with integrity build good customer relations and good reputations that will follow them as they move on to bigger and better opportunities during their lifetimes.
- Professionals work independently without supervision, are responsible for their actions, seek to improve themselves and their skills, are loyal, take pride in their work, and exhibit leadership qualities and expertise.
- Professionalism is important in the hospitality services industry because customers and guests expect to receive professional service.

Words to Know

code of ethics
ethical
ethics
Golden Rule
kickbacks
morality
professional
professional ethics
professionalism

Questions for Review

1. Why are ethics important in the hospitality services industry?
2. What are some ethical responsibilities of hospitality services employees?
3. Why is each responsibility important?
4. How are codes of ethics developed?



5. Why is professionalism important in the hospitality services industry?
6. How can employees develop professionalism?
7. What are the characteristics of a professional?
8. How do employers evaluate prospective employees during interviews?

3 Organization/Management Structures in the Hospitality Industry

ESSENTIAL ELEMENT

- Contrast various ownership/management structures in the hospitality industry.(v1C)

OBJECTIVES TO ACHIEVE

- Review the five legal forms of business organization.
- Summarize the various types of operational/management methods for businesses.

Hotel and food operations vary in the types of organization and methods of operation or management. Business owners can choose from several forms of business organization when planning to open a hospitality business. They also choose their operational or management methods used for managing the business at this time. Each form of business organization and operational/management methods is outlined in this chapter.

FORMS OF ORGANIZATION

A person who wants to own a hospitality business has several organizational options from which to choose. Because of many available options, a potential owner can choose the form of organization he or she thinks will be most successful for his or her situation. The forms of organization include sole proprietorships, general partnerships, limited partnerships, corporations, and subchapter S corporations.

Sole Proprietorships

Sole proprietorships are businesses controlled by the owner. All profits go to the owner. This form of business requires little regulation. There are no fees to create the business, management authority is unlimited, and it is easy to start. However, licenses and health permits may be needed, particularly for food operations. The profits from sole proprietorship businesses are taxed on the owner's income tax return, not as the business' income tax. The owner is fully responsible for the business' success and any of its liabilities.

The unlimited liability responsibility is a disadvantage for sole proprietorships. Unlimited liability means the business owner is personally liable for losses, debts, and claims against the business. The use of assets to pay for liabilities is not limited to the business' assets, but extends to the owner's personal assets as well. Another disadvantage is the limited finances available to the business owner. Financing is limited to the owner's personal funds and any loans other people are willing to offer the owner. This limitation can hinder the business' growth and expansion somewhat more than other forms of business. Investors are not always willing to help finance a sole proprietorship business.

Partnerships

General Partnership – A *general partnership* involves joint ownership of a business. Because more than one person owns the business, the business has access to more funds and business skills. The partnership business pays no income taxes as a business. Instead, profits are divided among the owners or partners, and the partners are taxed on their personal income plus their portion of the profits.



General partnerships are easy to start. They are begun by creating an agreement or contract among people wanting to conduct business together for a profit. Partnership agreements should be written with an attorney's help to create the rights and responsibilities of each partner. The partnership ceases to exist either by the death of a partner or the decision by a partner to sell her or his share of the business. Business financing for partnerships is easier to obtain than financing for sole proprietorships. More individuals can share the burden of financing, and more personal financial resources are available.

A disadvantage of the general partnership form of business, just as in sole proprietorships, is unlimited liability. Any partner can be liable for his or her personal negligence or debt as well as that of the other partners or employees. Conflict of authority is another disadvantage. Each partner has an equal part in the management, decisions, and control of the business. Other disadvantages may include the following:

- Profits are divided among the partners.
- There is no continuity of the original partnership beyond death or retirement.
- Partners must agree on the transfer of partnership interest.

Limited Partnership – A *limited partnership* is a form of business organization operated by general partners but includes limited partners known as *silent partners*. The limited partner has limited liability for the business' debts, claims, and losses. This means the limited partner has no liability responsibilities

beyond the amount of money he or she has invested in the business. In exchange for limited liability and his or her investment, the limited partner does not have a voice in the business' decisions and lacks management control.

In addition to limited liability, advantages to limited partnerships include personally taxed earnings from the business and profits divided among partners. The disadvantages include the following:

- lack of input limited partners have in business operations
- unlimited liability of general partners
- larger number of regulations for starting the business than for the general partnership business

Corporations

The **corporation** is a form of business organization created by statute (a law) that allows a group of people to work together for a profit. The number of people required to form a corporation is established by state laws. **Public corporations** are owned by all persons from the public who purchase shares of ownership, or stock, in the corporate business. **Private corporations** are created for the owners' benefits. The business owners possess all the stock in the business. The owners of corporations also are known as **shareholders**. The public cannot own shares of a private corporation unless the corporation goes public.

Corporations combine shareholders' available assets into a fund for managing the business, making profits, and repaying shareholders a return for their investment. Shareholders' interests lie in their net earnings and voting rights in the business. Corporate shareholders elect a **board of directors** to operate and manage the business.

Advantages of the corporation form of business include the following:

- Shareholders' liability is limited to the amount they have invested in the business.
- Shareholders have the ability to transfer ownership interest to continue the life of the business after one of the owners leaves.
- Corporations have better status among financial institutions for fund-raising needs.
- A corporation is recognized as a legal entity.

Disadvantages include the following:

- The state regulates the creation of corporations.
- Corporations are more expensive to create than other forms of business.
- Corporations are limited to their originally chartered activities.
- Profits are taxed twice: once at a corporate income tax rate and once on owners' and employees' personal income tax returns.

Subchapter S Corporations – **Subchapter S corporations** are tax-option forms of incorporations that permit qualifying corporations to be taxed as sole proprietorships. This means the profits are taxed as personal salaries and dividends from the business instead of also being taxed on corporate income tax rates with corporations. Subchapter S corporations have all the advantages of corporations, but are taxed like sole proprietorships. A disadvantage of this form of organization is that it is highly regulated by the Internal Revenue Service (IRS) and the state. Another disadvantage is that they are restricted to certain types of businesses and limited to certain numbers of stockholders.

OPERATIONAL/MANAGEMENT METHODS

After establishing themselves as businesses, hospitality service businesses may be operated in one of the following five methods: owner-operated, owner-

managed, independent, franchise, and chain-operated. Sometimes owner-operated, owner-managed, and independent businesses are referred to together as independent operations. Franchise and chain operations are sometimes referred to as multiple-unit organizations.

Independent Operations

Owner-operated, owner-managed, and independent businesses sometimes are classified into one group called independent operations. By this classification, *independent operations* include any property that is not affiliated with a multiple-unit organization (franchise or chain operation). The advantages of independent hospitality operations include the following:

- may offer more personalized service than a multiple-unit operation
- may be able to capitalize on its unique characteristics for attracting customers and guests
- may have more clearly defined customer markets
- may have more flexibility in developing the business

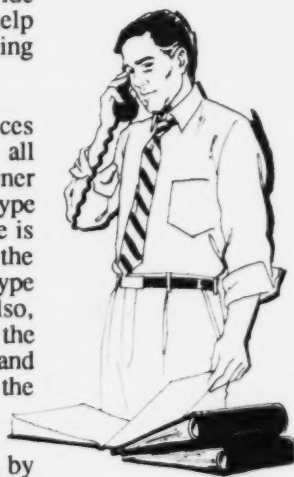
Independent operations require general managers or owners to have generalized management and administrative skills. They must handle all aspects of business management since the business may be unable to afford specialized management personnel. Disadvantages of independent hospitality businesses may include the following:

- Weaknesses in management's abilities may need to be overcome by using outside consultants, especially in the area of financial management.
- Cash, labor, and product control are more difficult to maintain than in chain organizations.
- Finding and hiring quality employees is difficult because better candidates often are attracted to chain operations with career paths and advancement opportunities.
- Extensive training programs for personnel, like those provided by chain organizations, may be difficult to establish unless the business is large enough for training to be performed without affecting production and operation.

Independent operations may join regional trade organizations that provide information; idea exchanges; group insurance programs; and assistance to help businesses form customer referral networks and purchasing pools for obtaining large volume discounts on equipment, furnishings, and supplies.

Owner-operated Businesses – *Owner-operated businesses* have services provided by the owner and do not have payrolls. The owner performs all management operations, decisions, and functions of the business. The owner makes these decisions based on his or her knowledge. An advantage of this type of operation is that the authority in the business is known. Another advantage is that because responsibility for the entire operation and its success lies with the owner, the operation is usually an efficient operation. Disadvantages of this type of business operation are that no one else can make the business decisions. Also, the business can be quite demanding for the owner. If the owner retires, the business must either close or be taken over by an outsider. Some bed and breakfast homes are examples of owner-operated businesses since often the owner and his family live in and operate the business.

Owner-managed Businesses – *Owner-managed businesses* are managed by the owner similar to owner-operated businesses. The difference in owner-managed businesses is that the owner also hires a supporting staff of employees to help run the business. The owner makes all the business decisions and assigns assistants to complete tasks. The owner's decisions often are based on information provided by assistants. This form of operation is less demanding for the owner than the owner-operated form because many tasks are delegated to assistants. Growth can strain the structure of this type of business. The owner



may have to decide to keep the business at a size in which this operational style stays effective, sell the business, or hire a general manager.

Independent Businesses – Independent businesses are owned by individuals who hire general managers to manage the businesses. The general manager is responsible for hiring and supervising all employees including assistants or department managers.



Within independent businesses, many operational and management decisions are made by the general manager with the owner's influence and direction. The major operational and strategic business decisions and functions are made or performed by the owner. The owner then gives the general manager directions based on the decisions. Open communication is very important between the owner and general manager. The owner possesses an added element of expertise and provides support to the business. The owner also understands the needs of the business better than most other people involved with the business in terms of capital expenditures. **Capital expenditures** are moneys used toward the acquisition or production of capital goods. **Capital goods** are tools and machinery used in production.

Multiple-unit Organizations

Franchise businesses and chain businesses are sometimes referred to as multiple-unit organizations. **Multiple-unit organizations** are many units or properties that have the same owner. The multiple units may be located in one region or spread throughout the world.

Franchise Operations – A franchise is the right or license granted to an individual or group to market a company's goods or services in a particular territory. **Franchise businesses** are businesses in which the owner has entered into a franchise agreement. The franchise agreement provides the owner and business with the franchise's name recognition, assistance in planning and opening the business, reservation and/or promotion services, and operational aids. The **franchiser** is the franchise's parent company and the exclusive owner of the franchise's trademark name and service. The **franchisee** is the owner of the business who has made an agreement with the franchiser for the right to market the franchise's goods and services. The franchisee could be an individual, partnership, or corporation. The franchiser charges the owner an initial franchise fee and receives a percentage of the yearly sales revenue. Other costs of a franchise operation include advertising, reservation service, sign rentals, and supplies with the franchise logo or trademark.

An advantage of franchise operations is larger sales figures. These sales figures are larger than those independent businesses might make because of the following factors:

- the franchise's network of reservation outlets
- referral services
- public name recognition
- national advertising exposure
- franchise directories listing each member business
- credit card affiliation
- group purchasing of supplies
- training and high standards
- financing availability

A disadvantages of franchising is the continuous control and restrictions by the franchiser over service standards, products produced, business operations, and other company standards and methods of operation. After a while, the franchisee may dislike having these controls and restrictions on his or her business.

Chain Operations – *Chain operations* are several businesses with the same ownership. The businesses could have the same names or different names. The owner also could be an individual, partnership, or corporation. The chain's ownership allows the chain management or a professional management company to manage the businesses on a long-term basis or as established in a contract.

A disadvantage of chain operations is that each unit has little claim to its operating profits or losses. The advantages of chain operations, however, are numerous. One advantage is the consistency of goods and services maintained at each unit. Each unit offers the same inventory as all other units within the chain with the same name, which makes centralized purchasing of equipment and supplies advantageous. Other advantages include the following:

- a higher amount of sales and profits achieved than can be achieved by franchises or the various forms of independent operations
- more management expertise
- the ability to thoroughly train employees without greatly affecting productivity
- large quantity advertising for the chain which saves each unit considerable advertising expense
- standard use of and large volume discounts for supplies, equipment, and furnishings
- ability to hire the best employees available
- uniform accounting system used by all chain units, which helps the corporate office and each unit's general manager compare productivity and profitability
- career paths and advancement opportunities within the chain
- availability of funds for expansion and improvement



Points to Remember

- Hotel and food operations vary in the types of organization and methods of operation or management.
- The forms of business organization include sole proprietorship, general partnership, limited partnership, corporation, and subchapter S corporation.
- Operational or management methods for operating a business include owner-operated, owner-managed, independent, franchise, and chain-operated.
- Sole proprietorships are businesses controlled by the owner with all profits going to him or her.
- General partnerships involve joint ownership of a business.
- Limited partnerships are forms of businesses operated by general partners, but which also include limited partners known as silent partners.
- In a limited partnership, the limited partner has no liability responsibilities beyond the amount of money he or she has invested in the business, no voice in business decisions, and no management control.
- The corporation is a form of business created by statute that allows a group of people to work together for a profit. Each person in the group owns shares of ownership in the business called stock.
- Public corporations are owned by all persons from the public who purchase shares of ownership or stock in the corporate business.
- Private corporations are created for the owners' benefit. The business owners possess all the stock in the business. These owners are known as shareholders.
- Subchapter S corporations are tax-option forms of incorporation that permit qualifying corporations to be taxed as sole proprietorships.
- Owner-operated businesses have services provided by the owner and sometimes the owner's family.
- Owner-managed businesses are operated or managed by the owner with the assistance of a supporting staff of employees to help run the business.
- Independent businesses are those owned by individuals who hire a general manager to manage the business.
- Owner-operated, owner-managed, and independent businesses sometimes are classified into one group and called independent operations. By this classification, independent operations include any property that is unaffiliated with a multiple-unit organization, such as a franchise or chain operation.
- A franchise is the right or license granted to an individual or group to market a company's goods or services in a particular territory.
- Franchise businesses are those businesses in which the owner has entered into a franchise agreement or contract that provides the owner and business with the franchise's name, public name recognition, assistance in planning and opening the business, reservation and promotion services, and operational aids.
- The franchiser is the franchise's parent company and the exclusive owner of the franchise's trademark name and service.

Words to Know

- The franchisee is the owner of the business that has entered into an agreement with the franchiser for the right to market the franchise's goods and services.
- Chain operations are several businesses with the same ownership.

board of directors
capital expenditures
capital goods
chain operations
corporation
franchise
franchise businesses
franchisee
franchiser
general partnership
independent businesses

independent operations
limited partnership
multiple-unit organizations
owner-managed businesses
owner-operated businesses
private corporations
public corporations
shareholders
silent partners
sole proprietorships
subchapter S corporations

Questions for Review

1. What are the characteristics of a sole proprietorship form of business organization?
2. What are the advantages and disadvantages of sole proprietorships?
3. What is a general partnership form of business organization?
4. What are the advantages and disadvantages of general partnerships?
5. What are the main features of a limited partnership form of business organization?
6. What are the advantages and disadvantages of limited partnerships?
7. What are the characteristics of the corporation form of business organization?
8. What are the advantages and disadvantages of corporations?
9. What is the subchapter S corporation form of business organization?
10. What are the advantages and disadvantages of subchapter S corporations?
11. What are the differences between owner-operated businesses and owner-managed businesses?
12. What are the characteristics of the independent business method of management or operation? How is it different from owner-managed and owner-operated methods?
13. What is the difference between franchise operations and chain operations?

4 Safety Practices and Emergency Procedures

ESSENTIAL ELEMENT

- Demonstrate safety practices and emergency procedures.(v1D)

OBJECTIVES TO ACHIEVE

- Identify safety responsibilities of management and employees.
- Discuss government regulations, codes, and standards.
- Determine major causes of job-related accidents.
- Outline procedures for prevention of job-related accidents.
- Describe procedures used in fire emergencies.
- Explain procedures used in weather emergencies or disasters.
- Identify procedures used in medical emergencies.

Owners and managers of hospitality businesses are concerned about the safety of patrons and employees. They also are required by federal law and local government codes to provide a safe environment for guests and a hazard-free workplace for employees. When these laws and codes are followed, hospitality businesses show their concern and desire to provide good service.

MANAGEMENT AND EMPLOYEES' SAFETY RESPONSIBILITIES

Today, businesses are held liable for injuries that occur to customers, regardless of whether the incident is major, minor, or the fault of the business. **Liability** is the legal responsibility or obligation for loss or damage. Hospitality businesses must take adequate measures to prevent possible injuries to customers and employees, or they may face disastrous legal results. Hospitality businesses should carry liability insurance and must carry workers' compensation insurance for protection against the potentially high cost of accidents and injuries. **Workers' compensation insurance** is insurance that provides payment to employees who are injured as a result of their employment.

By signing a hotel register, the guest enters into a binding contract with the hotel in which the hotel is responsible for providing a clean, safe, and secure place for the guest to stay in return for the guest's payment for the lodging. Guests expect safety, sanitation, and security. **Sanitation** is the practice of maintaining healthful conditions. Food operation customers expect the same.

Most hotels and food operations have **contingency plans** which are plans for handling unforeseen conditions. Employees are required to know the documented plans and participate in periodic drills. Many hospitality businesses include emergency plan procedures as part of each new employee's training.

Hotel and food operations should maintain an element of readiness so that all employees are prepared to properly handle emergencies. Enforcing safety rules and having occasional drills keep employees prepared. It is easy to focus on the everyday operations of a business and to forget about emergency plans and drills. Emergencies often occur when emergency plans and drills have been forgotten or neglected. The way an emergency is handled at the beginning greatly affects the outcome of the situation. Employees must know how to handle emergencies without hesitation to effectively calm customers, lead people to safety, avoid further injuries, limit liability, and control property damage.

Owners, managers, and employees are responsible for making sure their hotels or food operations comply with local government codes and federal safety regulations at all times. These **regulations**, rules by which conduct is directed, and **codes**, a set of principles of conduct, exist to help businesses prevent safety hazards and accidents. A **hazard** is a potentially dangerous condition. Regulations also help emergency personnel handle crisis situations more easily. The **Occupational Safety and Health Administration (OSHA)** is a department within the local government that enforces regulations. OSHA and other agencies frequently inspect businesses to make sure they are complying with codes and regulations.

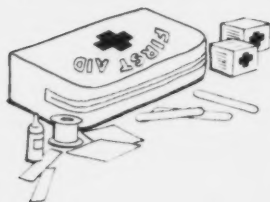
Employees of hospitality businesses can help maintain safety standards by doing as follows:

- observing safety rules and procedures
- identifying and reporting hazards such as property damage and unsafe and insecure conditions
- knowing the location of and how to use emergency equipment
- knowing emergency procedures and **escape routes** (exits identified as being safe for use in emergencies)

Employees should report hazardous conditions to their supervisors and/or engineering/maintenance departments. These conditions can create loss or injury and must be repaired immediately. Hazards include the following:

- broken equipment, lights, locks, electrical outlet covers, and glass
- burned out lights
- leaks
- worn-out electrical cords
- slippery conditions
- damaged floors, furniture, walls, ceilings, handrails, doors, and windows
- items or conditions that could cause a person to stumble
- missing or damaged fire extinguishers
- fire extinguishers that need to be recharged
- cloudy peepholes or the absence of peepholes in guest room doors

Some businesses require employees to serve on safety committees. These committees check various departments regularly to identify hazardous conditions and unsafe work habits. Examples of conditions committees might find are fraying rugs and exposed electrical cords that could cause tripping, fire hazards, splinters, or loose parts on furnishings that could cut someone or rip clothing.



Hospitality businesses also are responsible for keeping and maintaining first-aid supply kits. Kits should be placed in proper locations, accessible, and properly stocked. The person responsible for the kits should regularly inventory supplies, always be informed if supplies have been used, and order replacement supplies promptly when needed.

Hospitality businesses that serve alcoholic beverages must contend with intoxicated customers. This is a potentially serious problem because in recent years management, bartenders, and servers have increasingly been held liable for intoxicated customers' actions, especially when customers drive after drinking. Many accidents have occurred and people have been killed.

The server usually has the primary responsibility and liability since he or she has direct contact with the customer. The server is supposed to monitor the customer's behavior, the customer's condition, and the number of drinks the customer has had. The business' management, bartender, and server are responsible for refusing additional drinks to a customer who is obviously intoxicated. They are also responsible for making sure the customer does not drive and for making sure the customer is provided safe transportation.

GOVERNMENT REGULATIONS, CODES, AND STANDARDS

The Occupational Safety and Health Act of 1970 requires employers to make the workplace free of hazards that might cause injury or death to employees and to correct safety violations. OSHA is the federal regulatory agency that enforces the act.

OSHA establishes health and safety standards and regulations which businesses are required to implement. OSHA also encourages businesses to keep records on all employment-related accidents and to establish safety programs within the business. Examples of safety programs include on-the-job safety training programs and safety committees whose purpose is to discover and correct safety hazards in the workplace. OSHA also requires businesses to report to the Department of Labor accidents that involve five or more people and result in death or injury requiring hospitalization.

Businesses must post OSHA posters listing employees' legal rights regarding safety. OSHA also requires that employees be informed about the chemicals they use on the job. OSHA gives businesses material safety data sheets for each chemical product used at the workplace and requires employees to learn this information and become thoroughly informed about the products they use on the job.

Employers have the right to discipline employees who fail to follow or refuse to follow safety rules. However, employers are not allowed to terminate or discipline an employee because he or she reports a safety hazard.

OSHA compliance officers periodically inspect businesses to be sure employees are working in a safe environment. The OSHA officer determines a business' **compliance** (actions taken to abide by requirements) and any potential job hazards. Any violations or potential hazards that might affect the safety of employees are recorded and brought to the management's attention. Management is required to correct hazardous situations immediately or within a given time period. If the problem is serious, the job site can be closed until the problem is corrected. Businesses failing to comply with OSHA's violation notices are subject to civil and criminal penalties. These penalties include fines up to \$1,000 for failure to correct a violation or prepare reports, fines up to \$10,000 for each intentional or repeated violation, and imprisonment up to six months for serious violations.

Businesses are required to comply with workers' compensation laws. Federal and state workers' compensation laws include plans for a business' workers' compensation insurance to pay employees or their dependents for physical **disabilities** (restrictions or limitations), injuries, or deaths experienced in connection with employment. After injury, an employee can receive benefits even if he or she was careless; however, the employee cannot sue the employer for workers' compensation-covered injuries. Employees are unable to file claims in certain situations. Employees cannot file claims if they deliberately injure themselves in order to collect benefits or if they are intoxicated when an injury occurs.

State and local building and safety codes enforce safety requirements related to fire prevention, structural safety, the size and number of rooms allowed, exits, ventilation, refrigeration, heating, and sanitary equipment for buildings. Building and safety codes are enforced during construction, remodeling, use of a building, and operation of the business. Failure to correct building or safety violations results in fines, loss of certificate of occupancy, and/or jail sentences. A certificate of occupancy is a certificate issued by a building inspector after she or he approves the building for business use. Business owners whose buildings violate codes also are subject to lawsuits by customers if injuries occur before the violations are corrected.

Building codes must be followed when hotels, food operations, and other structures are built, rebuilt, or remodeled. The codes ensure the foundation is prepared properly and that it passes a stress test. Whatever the building's owner is planning to do with the building, the plans must be compatible with the existing structure.

Health inspections regularly conducted by the local health department involve kitchen, bar, and restaurant areas. Inspections include compliance with sanitation standards, absence of pests, proper care and handling of food, proper food storage techniques, and correct temperature of wash water for preventing growth of harmful microorganisms. **Microorganisms** are tiny living cells that are everywhere. **Food-borne illnesses** are diseases that are transmitted to people by food, and they are caused by eating food that contains harmful microorganisms. (For additional information about food-borne illnesses, see Chapter Twenty-four.) In hotels, health inspections also include tests of pools and hot tubs for bacteria, cleanliness, chlorine levels, and pH balance.

The fire department enforces codes requiring specific occupancy limits in public rooms, certain ratios of fire extinguishers to rooms, types of fire extinguishers to be used in specific areas, regular charging of fire extinguishers, and operation of fire emergency systems including smoke detectors in all hotel guest rooms. **Smoke detectors** are warning devices that emit loud signals when excessive smoke is sensed. **Heat detectors** are warning devices that emit loud signals when excessive heat is sensed. Fire departments also inspect hotels and food operations to see that doors or areas in front of fire extinguishers are not blocked and are easily accessible.

In addition to required inspections, managers are responsible for having elevators, boilers, electrical systems, and other equipment inspected regularly for maintenance and repairs. If these items are not maintained properly, they can be hazardous to the safety of customers and employees.

JOB-RELATED ACCIDENTS

The most common job-related accidents involve falls and cuts. A variety of conditions may result in accidents on the job. Most accidents can be prevented. Common causes of accidents include carelessness, negligence, failure to follow rules and policies, improper use of equipment, and fatigue.



Causes of Accidents

Carelessness – Falls are usually caused by spills, slippery or wet floors, *obstructions* (items that block or hinder passage) on floors, clumsiness, poor lighting, running, misstepping on stairways, lack of attention, failure to use safe ladders, overreaching, intoxication, and drug abuse.

Negligence – Businesses can be found *negligent* (having failed to do what is required) for some of these causes of accidents, such as slippery or wet floors, poor lighting, or serving too much alcohol to a guest.

Falls on greasy or wet floors and stairways can be serious. To prevent accidents, employees are required to clean up spills and remove greasy places immediately upon discovery or as they occur. Management and employees also are required to make sure areas are well lighted, handrails are securely in place and properly maintained, and obstructions are removed or repaired.

Failure to Follow Rules and Policies – Swimming pools and hot tubs are high risk areas for injuries at hotels. Some hotel managers prefer not to offer these amenities because of the potential for liability. However, whether or not pools and hot tubs are used by guests, most guests are attracted to hotels that provide them. Research shows that these amenities attract business.

Hotels post signs informing guests of pool rules and safety requirements. Many guests who ignore the signs or cannot read them perform the prohibited actions. All hotel personnel are responsible for correcting guests' prohibited actions in pool areas for the guest's safety and the hotel's protection against liability claims. Most swimming pool rules include the following:

- No lifeguard on duty.
- Swim at your own risk.
- No children allowed in pool area without adult supervision.
- No glass or metal containers in pool area.
- Shower before entering pool.
- No running, jumping, diving, or rough play in pool area.
- Do not play with safety equipment.

Improper Use of Equipment – Accidental cuts occur from dull knives, cutting equipment, broken glass or dishes, sharp corners or edges, and falling objects. Other common accidents include burns, shocks, and explosions. These accidents are caused by touching hot surfaces and objects, touching boiling liquids and foods, being splattered by hot grease, storing *flammable* (substances that can easily catch fire) materials near an open flame, wearing loose-fitting garments near a flame, disposing of smoking materials carelessly, using the wrong type of fire extinguisher, operating faulty electrical equipment, handling electrical cords and appliances improperly, and lighting gas stoves and ovens carelessly.

Employees should be trained to handle equipment properly to obtain the most efficient use of the equipment and to prevent accidents. Frequent accidents or injuries occur when employees do not handle equipment properly. For example, room attendants might develop skin rashes by not using rubber gloves as instructed when working with cleaning chemicals. Hotel managers are responsible for watching employees and enforcing instructed procedures and proper equipment handling.

Fatigue – A number of activities can cause bodily strains and bruises. Fatigue is weariness caused by exertion or stress. It also is a cause of accidents. Activities that may cause fatigue include carrying overloaded trays, lifting heavy objects improperly, carrying loads incorrectly, not getting proper rest, and working too many hours without a break.

Prevention of Accidents

Most accidents can be prevented. Accidents can be prevented by requiring employees to develop daily habits of observing their work areas for potential hazards and to follow safety procedures. Employee efforts toward accident prevention will reduce the chance of accidents occurring to themselves and to guests.

Observing Work Areas for Potential Hazards – When a problem is discovered, such as a tear in a rug, it should be reported immediately to a department manager or supervisor and to the engineering/maintenance department for repair. Employees should watch for potential hazards including the following:

- poor lighting in hallways, stairways, walkways, steps, parking lots, and public areas
- locked or unmarked exit doors and stairways
- poor instructions to guests about location of exits
- blocked walkways
- overgrown landscaped areas that obstruct walkways, block views, and provide hiding places
- loose railings and ceiling tiles that can come apart, fall, and injure guests and employees
- poorly maintained room security measures such as damaged or inoperative locks, no secondary locks, no room key control system, no peepholes, and/or no smoke detectors or defective smoke detectors
- frayed or worn electrical wires and appliances

A hotel or food operation's exterior should be maintained to prevent accidents. The maintenance department should look for the following problems to correct:

- poor lighting on patios, stairwells, sidewalks, pathways, steps, public areas, and parking lots
- broken or fallen fences around swimming pools and hot tubs
- ice or snow on walks, stairways, and steps
- broken or insecure handrails along walkways, steps, and stairways

Following Safety Procedures – Employees and guests can avoid accidents by being careful and by observing safety procedures such as those described in table 4.1.



Accident Prevention

Burns

- Wear close-fitting clothing in food preparation areas.
- Use thick, dry hot pads or mitts when handling hot utensils.
- Lift utensil covers away from the face to allow steam to escape before removing the cover or lid.
- Wait until steam has escaped before opening a pressure cooker.
- Turn pan handles away from the front of cooking equipment to prevent accidental tipping.
- Keep flammable materials (linens, oils, and aerosol products) away from open flames.
- Get help to handle hot, heavy containers.
- Avoid overflowing containers with hot liquids.
- Open oven door slightly to let out heat and steam before putting face and arms near it.
- Do not reach into oven; pull out oven rack and then remove container.

Fires

- Inspect fire systems two times a year. (Fire systems include smoke and heat detectors, fire alarms, fire extinguishers, fire hoses, fire panels, and sprinkler systems.)
 - Keep fire extinguishers near cooking, trash, and electrical areas.
 - Do not leave electrical heating appliances, such as irons, unattended.
 - Do not allow unattended electrical heating appliances to touch nearby items when hot. Nearby items will burn, melt, or possibly create a fire.
 - Make sure burned out matches are not **smoldering** (burning or smoking without a flame) when thrown into trash cans.
 - Extinguish smoldering items by smothering and wetting them with water.
 - Keep range, ovens, and hoods free from grease.
 - Wipe up spilled oil or fat with a paper towel, then clean the surface with detergent and water.
 - Avoid overheating fats by using a thermometer to check the temperature or use equipment with a thermostat.
 - Do not overfill a utensil with fat or oil.
 - Never leave hot fat unattended.
 - Cover fat spilled on the floor with salt, then clean it up.
 - Never use water or flour to quench, or extinguish, a grease fire.
 - Never try to carry a pan with burning contents to another location.
 - Never put cold, wet food into hot grease. The combination will cause grease to splatter or boil over and possibly catch fire.
 - Store combustibles away from heat sources and in metal containers.
- Combustibles** are materials that catch fire easily. They are used in engineering/maintenance, housekeeping, kitchens, restaurants, etc.

Table 4.1

Gas Explosions

- Check to see that the pilot light is on before lighting a range, water heater, dryer, or other gas appliance.
- Turn on exhaust fans before lighting gas appliances.
- Open an oven door before striking a match and lighting to allow any gas to escape.
- Strike the match before turning on the gas and lighting the oven.
- Check to see if the pilot light is on if there is a smell of gas upon entering a kitchen.
- Open windows and report a possible leak to the gas company if pilot lights are on and there is still a smell of gas.
- Do not light matches, turn on electrical equipment or lights, or cause any spark or flame until the source of a gas odor has been determined and corrected.

Electrical Shock

- Be sure electrical cords are in good repair.
- Never pull on an electrical cord when disconnecting from outlets; grasp the plug.
- Unplug electrical equipment from the wall outlet first, then disconnect the cord from the equipment.
- Never handle electrical equipment while hands are wet or while standing in water.
- Wear rubber-soled leather shoes to prevent electrical shocks and burns from hot spills.
- Make sure an appliance is turned off before it is plugged into an electrical outlet.
- Unplug electrical equipment before cleaning it.
- Report any faulty electrical equipment or outlets promptly.
- Do not allow guests in or near outdoor swimming pools or hot tubs if lightning or thunderstorms are approaching or are present.
- Do not use aluminum ladders near electrical sources.

Back Strain

- Lift heavy objects by squatting to the level of the object with feet apart and knees bent. Move objects close to the body and rise by straightening knees gradually and keeping the back straight. Do not bend over to lift objects.
- Reverse the lifting procedure to set objects down. Keep the back straight and the object close to the body. Keeping feet apart and legs straight, begin lowering the object gradually by bending the knees slowly.
- Do not overload trays, carts, or arms.
- Balance the weight on trays carefully.
- Carry trays correctly.
- Get help to lift and carry heavy objects.
- Store heavy items on lower shelves.

Table 4.1 - Continued

Falls

- Keep floors clean, dry, and free from obstructions.
- Clean up spills or slippery areas from floors immediately.
- Walk, instead of run, through corridors.
- Wear low-heeled, closed-toed, comfortable work shoes with rubber soles.
- Keep work areas and walkways clear and neat.
- Use a sturdy stepladder for reaching objects on high levels; never use a chair. Do not use aluminum ladders near electrical sources.
- Avoid overreaching.
- Watch path and be aware of upcoming changes or obstacles in pathway, especially around corners and through doors.

Fatigue

- Get plenty of rest each day.
- Eat a nutritious diet.
- Practice good posture.
- Take rest breaks.
- Use time and energy-saving work methods.
- Become organized.
- Develop and maintain a positive attitude toward work and life.
- Develop good relationships with co-workers.
- Leave personal problems at home.

Cuts

- Discard chipped or cracked glasses and dishes.
- Sweep up broken glass or dishes immediately.
- Pick up glass splinters with a damp paper towel and discard.
- Do not pick up broken pieces of glass with hands.
- Put broken glass in a separate trash container or wrap in newspaper before placing in trash container.
- Never use hands to locate broken pieces of glass in dishwater; drain the sink instead.
- Discard open cans and their lids promptly.
- Smooth sharp edges with a file.
- Avoid knife cuts as follows:
 - Keep knives sharp. Store them in a knife rack or in slots in a drawer.
 - Use the proper knife for the job.
 - Pick up knives by the handle and always carry them with the point down and cutting edge away from the body.
 - Make cutting motions away from the body and away from co-workers. Use a cutting board when possible.
 - Curl the fingers like a claw to keep them away from the knife's blade when holding an object that will be cut.
 - Store knives properly. Do not leave knives where they cannot be seen or where they do not belong.
 - Quickly move out of the way if a knife falls; do not try to catch it.

Table 4.1 - Continued

PROCEDURES USED IN FIRE EMERGENCIES

Emergency situations require calmness, smart thinking, and quick action. In the hospitality services industry, emergency situations may involve large numbers of patrons and employees. To ensure safety for these people, emergency plans should be established and practiced before an emergency situation occurs. A hospitality services business should have plans dictating fire prevention techniques, employee responsibilities, procedures for evacuation, procedures for extinguishing different types of fires, and procedures for reporting fires.

Fire Prevention Techniques

Fire emergency systems in hospitality services businesses should be inspected two times a year. These systems include smoke and heat detectors, fire alarms, sprinkler systems, fire hoses, kitchen exhaust hood chemical dumps, and fire extinguishers.

A federal law requires hotels to provide charged smoke detectors in every room. Some states now require sprinkler systems to be installed in every hotel room. These laws were developed after several fatal fires occurred in the 1970s in large hotels that had few escape routes.

As precautionary measures, fire departments limit the number of people allowed in public rooms and require a certain ratio of fire extinguishers to rooms. Fire departments also check to be sure fire extinguishers are charged; fire exits are clearly marked, unobstructed, and unlocked; and walkways and fire equipment sites are unobstructed.

Employee Responsibilities During Fire Emergencies

Hospitality businesses and their staffs must always be prepared for the possibility of a fire anywhere in the buildings or on the grounds. Employees must know their assigned fire emergency duties and how to perform the tasks. They also should know the locations of all fire exits, fire extinguishers, and emergency meeting locations. **Emergency meeting locations** are designated places to meet in the event of an emergency. Regular fire drills help keep veteran employees refreshed and prepared for emergencies and give new employees the chance to practice and learn what is expected of them.

Fire-related responsibilities should be included in each employee's training, and drills should be practiced regularly. It is an employee's responsibility to the guests, the business, and himself or herself to know what to do and how to do it efficiently. Employees should respond to fire emergencies calmly. They should notify the front office immediately if a fire is discovered. At least some of the employees, if not all, should be trained to operate fire extinguishers and alarms and to perform **cardiopulmonary resuscitation (CPR)**, a procedure used to stimulate oxygen-containing blood to flow to the brain and to other body tissues when the heart has stopped beating.

All managers and employees must know a property's fire contingency plans and the responsibilities of each employee in case a fire is reported. In an emergency, employees must stay calm, try to perform their tasks efficiently and quickly, and report to emergency meeting locations for roll call. When people panic or become confused, injuries occur. Room attendants, front desk personnel, engineering/maintenance personnel, managers, food operation employees, and kitchen employees have special duties.

Room Attendants – In hotels, room attendants usually are busy cleaning their assigned blocks of rooms when fires occur during the day. If a fire does occur, room attendants are responsible for reporting the fire. Although hotel staff

members should be appointed to perform emergency tasks, room attendants may be asked to help with the following:

- Alert all guests in their blocks of rooms.
- Direct guests to fire exits and safety.
- Check all rooms to be sure guests are evacuated and directed to exits and emergency meeting locations.
- Close all the doors and windows of each room. (Guests should be asked to do this before leaving their rooms.)
- Move unconscious guests to safety.
- Report to emergency meeting locations for roll call and for further instructions.

Room attendants should be trained to pull fire alarms and notify the front desk regarding the location of a fire. Their job is not necessarily to put out the fire or perform CPR. However, if room attendants are trained to use fire extinguishers or perform CPR, they may perform these duties. Otherwise, hotel staff members trained in these procedures will perform them.

Front Desk Personnel – Front desk personnel act as the information center of the hotel during a fire. Depending on each hotel's policy, front desk personnel may stay at their stations during the fire unless they are in immediate danger, or they may gather cash register drawers, credit card charge slips, current guest registry listings, and all keys from the front desk and meet at the designated emergency meeting location. The front desk personnel give their gathered items to the general manager or front desk manager.

Whether or not the front desk personnel leave or stay in the hotel, they first should prepare a list or gather an existing list of registered guests in the hotel. With this list, management can locate and verify the location of each guest either by calling roll at the emergency meeting location or double checking rooms after people have been evacuated. *Evacuate* means to remove or empty for protective purposes.

Engineering/Maintenance Personnel – The employees of the engineering/maintenance departments are technical advisors during a fire. They are responsible for their particular areas of chaseways and for helping the fire department. *Chaseways* are the hall-like spaces that connect the backs of two rows of rooms and house all the plumbing and electrical panels. Chaseways are kept locked. Maintenance personnel must unlock chaseways so that firefighters may enter and extinguish fires.

Engineering/maintenance personnel assist the fire department by supplying firefighters with information about how electrical items are wired, where fire hoses and water hydrants are located, and where electrical panels are located. The engineering/maintenance staff has knowledge of all electrical, heating, air conditioning, and plumbing systems within the hotel.

Managers – An important task of a general manager is to communicate with the news media reporting on the fire. Reported misinformation can easily ruin a hotel's reputation. Employees should not answer questions; they should refer all questions to the general manager.

In large hotels, all department managers usually meet at the front desk when a fire alarm is sounded. They learn information about the fire, then they monitor their assigned fire exits. Their jobs are to make sure their assigned sections of the hotel are completely evacuated. After they have confirmed that everyone is out of the hotel, managers meet at emergency meeting locations to verify the presence of employees and guests. All managers should be trained to use fire extinguishers, perform CPR, and determine types of fire extinguishers needed for different types of fires.

A hotel's policy dictates whether or not the general manager remains at the front desk. The general manager may remain at the front desk to direct guests and employees and to answer questions unless that area is in danger. The manager also may go to emergency meeting locations to meet with supervisors, guests, and employees.

Food Operation Employees – Employees of food operations are responsible for evacuating patrons from restaurants, bathrooms, and adjacent meeting rooms. The banquet department is responsible for vacating people from banquet rooms, restrooms, and banquet closets. They are also responsible for giving patrons directions to exits and emergency meeting locations.

Some food operation employees are responsible for removing cash, business books, invoices, inventory lists, and photographs from the premises when evacuating for fires or other emergencies. Business books include checkbooks, payroll records, bookkeeping ledgers, and journals. These items should be kept in one fireproof location for easy emergency removal.

Kitchen Employees – Personnel that work in the kitchen are responsible for evacuating people from the kitchen and meeting at emergency meeting locations. If there is a grease fire in the kitchen, stoves and grills usually have self-activated chemical dumps in the exhaust hood system to extinguish the fires. The chemical dumps are activated by a heat detector. Other heat detector equipment also is installed in the kitchen.

Procedures for Reporting Fires

Employees should know the location of all fire alarms. Emergency telephone numbers, including the fire department's number, should be posted near telephones and on the inside covers of telephone directories. In large hospitality service businesses, the switchboard operator or PBX operator (a telephone system operating within one building or company) should be notified so that he or she can call the fire department. The fire department will need the following information:

- the name of the person reporting the fire
- the business' name
- the business' address
- the type of fire
- the location of the fire within the building
- the size of the fire

An employee should never try to extinguish a fire alone unless the fire is small and the employee is trained to use a fire extinguisher. A manager or the front desk should be notified for help. Getting help provides more people to extinguish the fire and warns other employees of the fire. Small fires can become uncontrollably large quickly depending on the environment and the initial actions of the person fighting the fire.

Many hotels have control panels located in the front desk area. The control panel has a floor plan with indicators of each heat or smoke alarm. Hotel management can look on the control panel to see the location of the alarm that has sounded. Hotel management and security personnel determine if the alarm is legitimate and determine the location of the fire.

Procedures for Evacuation

Employees and guests should reach emergency meeting locations quickly so managers can verify their safety. Employees may be given additional duties at this time. Department managers should know exactly which employees are on duty to accurately account for them.



Hotels that have guest room doors leading to the outside of the building have fewer problems with guests being trapped inside rooms and corridors than hotels that have guest room doors leading into interior hallways with limited exits. In hotels with doors leading into interior hallways, directions to fire exits should be available in many areas. Exits should be marked clearly so that everyone can find them.

Employees should keep walkways leading to exits clear by pushing work carts out of the way and next to the wall. No fire exits, fire extinguishers, fire alarms, and fire hoses should be blocked by equipment or debris.

Procedures for Extinguishing Fires

Security personnel in large hotels are equipped with two-way radios connected with the front desk two-way radio. Many small hotels do not have a security department. Security personnel are trained to perform CPR, use fire extinguishers, identify types of fires and fire extinguishers, and determine treatment needed for each type of fire. Security personnel report to the fire's vicinity, determine and report its exact location, and decide whether or not to call the fire department. When firefighters are called, security personnel meet them and direct them to the fire.

Fire extinguishers are portable containers filled with chemicals and water for use in putting out small fires. The higher the number rating on the fire extinguisher, the more fire it extinguishes. Ratings range from 1 to 240.

Fires are classified into the following three categories:

- **Class A fire** – wood, paper, rubbish
- **Class B fire** – gas, grease, paint, lacquer, other flammable liquids
- **Class C fire** – electrical equipment

Fire extinguishers are made to extinguish small fires and are labeled for the class of fire for which they should be used. Most fire extinguishers have the letter classification and pictures to indicate to users the type of fire for which it should be used. Figure 4.2 identifies types of fire extinguishers that should be used to extinguish the various types of fires.

Using the wrong type of fire extinguisher on a fire might cause the fire to become worse. For example, using a type A water fire extinguisher on a class B grease fire or a class C electrical fire would make the fire spread, cause electric shock, or cause electrocution. Many fire extinguishers use multipurpose chemicals and are labeled ABC. These fire extinguishers will extinguish most types of fires.

If the business has trained employees to use fire extinguishers and extinguish small fires, these employees should take a charged fire extinguisher to the fire immediately.

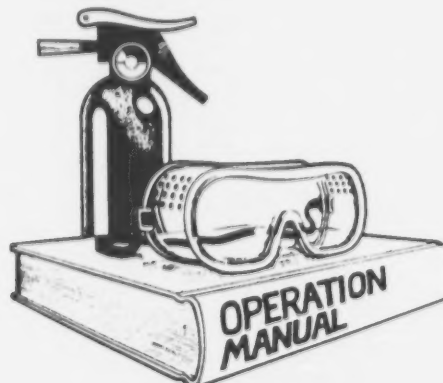




Figure 4.2

To remember how to use a fire extinguisher, think of the word "PASS" and follow these general directions:

1. **PULL** the pin. Some units require the releasing of a lock latch, pressing a puncture lever, or other motion.
2. **AIM** the extinguisher nozzle (horn or hose) at the base of the fire.
3. **SQUEEZE** or press the handle.
4. **SWEEP** from side to side at the base of the fire until it goes out. Shut off the extinguisher. Watch for reflash of the fire. Reactivate the extinguisher, if possible. Some fire extinguishers are not designed for reactivation.

Most food operations are equipped with automatic fire extinguishing systems to prevent major disasters. These systems include sprinklers in dining, storage, and serving area ceilings and dry chemical dumps in automatic kitchen exhaust hood systems over grills and ranges. All fire extinguishing systems are automatic and heat activated; however, range and hood systems can also be activated manually if they fail to work automatically. These systems need to be checked regularly by the fire department.

Employees should try to keep the fire located in one area by closing all doors and windows around the fire. This keeps the fire from spreading quickly because it eliminates oxygen in the room. Oxygen can be further eliminated, if time allows, by sealing the bottom of doors with wet towels.

Other ways of eliminating oxygen include the following:

- Use a fire extinguisher to put out the fire.
- Smother the fire with a fire blanket.
- Drown the fire with water. Drowning a fire with water does not work for all types of fires. Water works on paper, wood, cloth, and ashtray fires.
- Douse the fire with baking soda.
- Cover a fire in a pan with a lid.

When trying to extinguish a fire, employees should always remember to keep an escape route open in case the fire increases in size. People should never reach over fires to get an extinguisher, water, or baking soda because this could cause clothing to catch fire or cause bodily burns.

PROCEDURES USED IN WEATHER EMERGENCIES AND DISASTERS

Thunderstorms and lightning, tornadoes, hurricanes, blizzards, earthquakes, and interrupted utility service are emergencies with which hospitality businesses must contend. In new employee training, many businesses include information about documented contingency plans for weather emergencies or disasters.

The *National Weather Service* is a division of the Department of Commerce that gathers and compiles data on weather conditions over the United States. Weather alerts are issued by the National Weather Service and broadcasted on television, radio, and weather alert radio. A weather alert radio produces a high-pitched signal and weather broadcasts to alert people of major upcoming weather problems. Businesses who use these radios know when to stay tuned to the weather alert radio, other radio stations, and television stations to keep up with the latest weather developments in the area.

Thunderstorms and Lightning

The National Weather Service also issues thunderstorm warnings and thunderstorm watches. A *thunderstorm watch* means conditions are likely for a thunderstorm to occur. A *thunderstorm warning* means thunderstorms have been located in the area. Television stations will usually place a symbol on the screen to alert viewers to the watch or warning.

During thunderstorms, people should stay away from windows and keep radios and television sets turned on. People should not telephone weather bureaus or other information centers because these centers are very busy tracking the storm. Also, telephone use during thunderstorms can be dangerous. Lightning has hit telephone lines, sent electrical currents through the lines, and electrocuted people using telephones on those lines.

Tornadoes



The National Weather Service issues two types of reports on tornadoes. A *tornado watch* means conditions are favorable for tornadoes to develop. A *tornado warning* means a tornado has been sighted, either visually or by weather radar, and that people in the area must take shelter immediately. Television stations usually place a symbol on the screen alerting viewers that a watch or warning has been issued.

Safe places for taking shelter during a tornado include the following:

- tornado shelters
- cellars
- underground excavations
- interior rooms
- substantial steel-framed or reinforced concrete buildings

Most hotel and food operations' tornado plans are similar to their fire plans. Instead of gathering at emergency meeting locations outside the building, everyone gathers into interior, low-level rooms or corridors inside the building.

When a tornado watch is issued, a hotel employee or operator alerts the management team. Word is spread to employees so that they may remain alert

and ready in case of emergency evacuation. When a tornado warning is issued, all managers meet to receive instructions, then assist in the evacuation of guests to building interiors.

Tornadoes often occur at night when all managers are not present at the hotel. If it is safe to travel, many hotels require managers to go to the hotels to assist with a possible evacuation.

During tornado warnings, employees are responsible for the same areas they are responsible for in fire situations. They alert and direct the guests to emergency meeting locations. As they evacuate guests, they check all rooms to make sure all guests have been evacuated. They also try to keep themselves and their guests calm.

Guests of all hospitality service operations remain at emergency meeting locations until weather sources determine that the danger has passed. At that time, management usually makes an announcement to guests and employees that the danger has passed and that their cooperation has been appreciated.

Hurricanes

Hurricanes pose occasional threats of widespread damage to coastal areas where many hotel and food operations operate in resorts on or near beaches. Often entire cities will be given evacuation alerts. Usually, enough warning is given to evacuate these operations before the storm approaches. However, each hospitality services industry should have emergency plans to use in case a hurricane strikes suddenly or is more severe than predicted.

Guests leave while employees prepare the building for the approaching hurricane. Windows should be boarded or taped to prevent glass breakage and interior damage from winds, tides, and flying debris. Outdoor equipment is stored and locked inside the buildings. Power and water are turned off and buildings are locked. After building preparations are made, employees evacuate the area before the storm hits. Afterwards, employees return to help repair damage, clean up the business, and if possible, reopen for business.

Blizzards

Blizzards are most common in the northern part of the United States. They can occur without warning throughout most of the country. People who live in areas in which blizzards are least expected are usually least prepared for the emergency.

The results of a blizzard may include closed roads, stalled traffic, and broken power and telephone lines. To be prepared for a blizzard, management of a hospitality business should be aware of weather conditions at all times and employees should know a plan for emergency conditions.

Earthquakes

Earthquakes occur without warning and last only a few seconds or minutes. The greatest danger of earthquakes is from falling objects. Parts of buildings may crack and crumble. The sound construction of buildings can reduce property loss and is the most valuable protective measure against earthquakes. As part of their emergency plans, all hospitality services businesses should inform employees about emergency earthquake procedures.

During an earthquake, people should keep away from glass and stay near the center of the building (under heavy furniture if possible). People should not run through buildings where there is danger of falling debris. After the earthquake,

the maintenance department of a hospitality business should check utilities to see that all are working properly and that there are no water or gas leaks. Management should turn on a radio or television to get emergency instructions. People should not enter damaged buildings; aftershocks are common and could demolish the building.

Interruptions in Utility Service

One common problem caused by both fire and severe weather is an interruption in utility services. Utility failure may occur as the result of other causes as well. Usually the interruption in utility services is only an inconvenience. However, in some instances it may be dangerous. For example, a broken gas main creates a sudden and serious emergency requiring evacuation. Candles should not be lighted in this situation. If absolutely no gas leaks exist during a power failure, candles, kerosene lamps, and flashlights may be used to provide lighting.

Panic due to sudden darkness is a hazard in hospitality operations. In food operations, candles used on tables for atmosphere can provide light during power failures. If evacuation is necessary, employees should evacuate customers from the building as calmly and safely as possible. Exits should be well marked and free from obstructions.



PROCEDURES USED IN MEDICAL EMERGENCIES

Medical emergencies can happen anywhere and anytime. Because time is a critical factor in emergencies, helping a victim immediately or getting help for a victim quickly is very important. The following are basic guidelines regarding emergency situations.

General Guidelines for Medical Emergencies

Helping the Victim – Upon discovery of someone in an emergency situation, employees of hospitality businesses should call someone trained to handle the emergency situation. In hotels, employees call the front office to notify security and/or a manager of a medical emergency, at which time the security officer or manager goes to the scene of the emergency. Security and management personnel should all be trained in CPR, the Heimlich maneuver, and first aid. Many employees are trained in CPR lifesaving skills and the Heimlich maneuver, which is performed on choking victims.

While the security officer goes to the victim, the switchboard operator or front desk clerk calls **emergency medical personnel** (people trained in emergency medical care) or a **paramedic** (emergency medical rescue professional) to the hotel. At the scene, the security officer assesses the situation and performs necessary treatment until paramedics arrive. Not all hotels have security personnel other than their own management. In those situations, managers or employees trained in first aid and CPR may help the victim until professional medical help arrives.

Waiting for Medical Help – While waiting for medical help, the employee assisting the injured victim should do the following:

- Tell victim that help will arrive soon.
- Stay calm.
- Keep the victim calm.
- Keep other people away from the victim.
- Make sure medical help is on the way.
- Remain with the victim until medical help arrives.
- Find out what happened to the victim.

- Report potential hazards to the front desk for correction.
- Give details of the situation to the general manager.

The employee should never discuss with the victim who is at fault for the problem, insurance coverage, or medical payments. These actions can cause many problems, and the employee might be subject to dismissal for such discussions. Lodging and food operations investigate to find the cause of the accident, injury, or illness and how to correct the problems. They are interested in preventing future problems of a similar nature.

When Medical Help Arrives – When the paramedics arrive, they also assess the situation, determine if the person needs to be transported to a hospital, and begin further emergency treatment. The victim may then be taken to a hospital in an ambulance or another rescue vehicle.

If the victim is taken to the hospital, the person's belongings often are left behind at the hotel or food operation. The business keeps the items in its care until further instructions are received from the victim or the victim's family.

In times of emergency, hotels and food operations can really express the meaning of hospitality. The management may try to show compassion toward the victim and family and find out how to be of assistance to the people involved. The business often will do what it can to make the situation easier. Their hospitality gestures give the business a positive image.

First Aid for Specific Emergencies

Choking – Choking can happen easily and can be life-threatening. *Choking* occurs when something, such as food, becomes lodged in a person's throat and breathing is obstructed. The person becomes unable to speak and may be unable to move or alert anyone to the problem. Without help, the person could die within a few minutes.

Employees in food operations should always watch guests and stay alert for signs that a customer might be choking. The employee should act quickly and immediately attend to the person. To determine whether a person is choking or having a heart attack, ask the person if he or she needs help. If he or she is unable to answer aloud, the person is choking. A heart attack victim can speak. Also, a choking victim is unable to cough or breathe and may turn blue in the face or use a distress signal, such as grasping the throat.

If a person is choking, an employee or someone nearby should act at once to dislodge the obstruction. The procedure to remove obstructions by thrusts may be used on a victim when the victim is standing, sitting, or lying down. Use the following procedures on adults. If the victim is a child, other procedures, described subsequently, are used.

1. The rescuer should position himself or herself behind and to one side of the victim. The victim should be bent over with his or her head even with or lower than the chest.
2. If the victim is standing or sitting, the rescuer should then deliver four sharp blows rapidly between the victim's shoulder blades with the heel of the hand. The rescuer should place his or her other hand on the front of the victim's chest for support.
3. If the victim is lying down, the rescuer should roll the victim onto his or her side facing the rescuer. The rescuer should then deliver four sharp blows rapidly between the victim's shoulder blades with the heel of the hand.
4. The rescuer should continue by using manual thrusts described below.
5. If the victim is an infant or child, the rescuer should place him or her face down on the rescuer's forearm and deliver four sharp blows with the heel of the hand between the child's shoulder blades.



Manual thrusts are rapid movements delivered to a victim's upper abdomen or chest, that force air out of the lungs. Abdominal or chest thrusts may be used.

The **abdominal thrust** procedure, also known as the **Heimlich maneuver**, is a method of forcing air from the lungs to dislodge an obstruction in a person's throat. It varies with the victim's position. If the victim is standing or sitting, the rescuer should stand behind the victim and wrap his or her arms around the victim's waist. The rescuer should place his or her fist (thumb side palm down) against the victim's abdomen, and perform a rapid upward thrust.

When the victim is lying down, the rescuer should place the victim on his or her back and kneel beside or astride the victim. The rescuer should place the heel of one hand in the middle of the victim's abdomen, slightly above the navel and below the rib cage, and place the other hand on top of it. The rescuer then should rock forward so that his or her shoulders are directly over the victim's abdomen and press toward the **diaphragm** (a partition of muscles and tendons between the chest cavity and the abdominal cavity) with a quick upward thrust. The rescuer should not press to either side. The rescuer should repeat the thrust four times, if necessary.

The chest thrust is done as an alternate to the abdominal thrust if the victim is **obese** (very overweight) or in the last few months of pregnancy. In the **chest thrust**, (a method used to dislodge an obstruction from a person's throat) the rescuer applies pressure about one and one half inches above the lower tip of the breastbone. The lower end of the breastbone should never be pushed on directly.

If the victim is a child, the rescuer should place the child on his or her back and proceed as recommended for an adult victim lying down, except the rescuer should kneel next to the child and use the heel of one hand to perform the abdominal thrust.



If the victim is an infant, the rescuer should not apply any measures if the infant can breathe, make sounds, or cough. These signs show that the infant's windpipe is partially obstructed, and that the infant is getting air into the windpipe, which can help expel the object. By interfering with this, the rescuer could make the situation worse by totally blocking the windpipe. The infant should be watched closely to determine if professional medical treatment is needed.

If the infant is unable to make sounds or breathe, the rescuer can use the following procedures:

1. Place the infant face down over forearm with the infant's head lower than its body.
2. Use the heel of the hand to give four back blows between the infant's shoulder blades. The blows should be forceful, but not as strong as blows given to an adult.
3. If back blows do not dislodge the obstruction, the rescuer should turn the infant on its back on the rescuer's thighs with the infant's head lower than its body.
4. The rescuer should apply four rapid chest thrusts by using the index and middle fingers of one hand. The rescuer should place the fingers on the center of the infant's chest just below the level of its nipples and press the chest four times rapidly.
5. If unsuccessful, the rescuer should open the infant's airway by holding the tongue and lower jaw between the thumb and finger, and lifting.
6. The rescuer should look for the obstruction in the infant's throat. The rescuer should only attempt to remove the obstruction if it is plainly visible.
7. If the infant is not breathing by this time, the rescuer should administer two breaths through the mouth or mouth and nose as in artificial respiration. The rescuer also should check to see if the infant's chest rises.

8. If the infant's chest does not rise, the rescuer should repeat the back blows and chest thrusts and have someone call for medical help and an ambulance. CPR may be necessary.

Maintaining Breathing – A person who has stopped breathing may be unconscious and have no breathing movements in the chest or stomach. The person's lips may be blue and pupils may be dilated. A person trained in CPR must begin first aid immediately.

First aid to restore breathing includes the following steps:

1. Begin first aid immediately. Have someone else call for a doctor or ambulance.
2. Check for blockage of the air passage. Use appropriate first-aid methods to unblock air passages. These methods may include back blows and abdominal thrusts.
3. Apply artificial respiration (mouth to mouth respiration or mouth to mouth/nose respiration).
4. Continue artificial respiration, including during transportation to the emergency room, until breathing begins or the task is taken over by medical personnel.
5. Treat the victim for shock.
6. Get medical care, even if breathing has been restored.



Burns – Hospitality businesses keep and maintain several first-aid supply kits. A kit's use should be reported immediately to the person in charge of maintaining the kit. That person also should restock the kit immediately so that necessary items are available for the next emergency.

Before giving first aid for burns, the degree of the burn should be determined. Burns are classified into three degrees, and each is treated differently.

- **First degree burn** – Skin is reddened but unbroken and should be treated by placing under cold water.
- **Second degree burn** – Skin is reddened and blisters form. Skin should be treated by placing under cold water and then covered with a dry, sterile dressing. A **dressing** is fabric, gauze, or other sterile bandage used to cover and protect a wound.
- **Third degree burn** – Skin is partially destroyed and charring is present. This is a severe burn and should not be treated with cold water. Skin should be treated by covering the entire area with a dry, sterile dressing. Call professional medical help or take the victim to a hospital emergency room immediately.

Do not attempt to remove any clothing that is attached to burned skin. No ointment or antiseptic should be used unless ordered by a doctor. Also, blisters should not be broken.

Cuts and Bruises – Minor cuts should be cleansed with water and left uncovered unless a dressing is needed for protection or to keep out infection. A health care professional should be consulted regarding additional care, such as stitches or treatment of puncture wounds.

For severe cuts, bleeding should be stopped first. Professional medical help should be sought for puncture wounds and severe cuts. Shock and loss of *consciousness*, or awareness, might result from rapid blood loss. The wound should be covered with a clean dressing. A thickly folded clean cloth will help. Apply direct pressure with the hand to the wound. Tourniquets should not be used except in cases of massive hemorrhaging, as with a severed limb.

Most bruises are small injuries. Cold applications should be applied to the area to prevent swelling and to slow internal bleeding.

Shock – Shock is a serious condition that follows injury or sudden illness; it can be fatal. It results from a depression of vital body functions, and it is a sign that the body is overstressed. In all cases of shock, the blood flow to vital organs is reduced. The victim will probably not be able to breathe well. Every victim of injury or illness should be treated for shock, even if symptoms of shock do not appear. The symptoms of shock include the following:

- pale or blue skin
- cold, moist skin
- weak, rapid pulse
- shallow or deep breathing
- weakness, dizziness, anxiousness, or restlessness
- severe thirst
- nausea

First aid for the treatment and prevention of shock includes the following:

- Get medical help immediately.
- Reassure the patient.
- Loosen the victim's clothing and cover him or her with a blanket appropriate for the environment. The aim is to retain body heat not add to it. Place a blanket or coat under the victim to prevent chilling. Do not apply a heating pad, hot water bottle, or electric blanket. These actions could make a victim's condition worse.
- Keep the patient lying flat. Turn the patient's head to one side in case of nausea or unconsciousness. Raise the victim's feet eight to twelve inches unless doing so might further harm an injury. If the victim is having trouble breathing, raise the head and shoulders slightly, unless this action might further harm other injuries.
- If the victim is thirsty, moisten the lips. Do not give fluids if the victim is unconscious, nauseated, has head or abdominal injuries, may require surgery, or if medical help will arrive in less than one hour.

Points to Remember

- Hospitality businesses and their employees must do all they can to prevent injuries to customers and employees and to protect themselves against liability and negligence.
- Employees are responsible for knowing documented emergency plans and how to perform emergency procedures. Employees also are responsible for helping their business maintain a hazard-free environment by following safety rules and procedures and by identifying and reporting hazardous conditions.
- Management must provide a hazard-free workplace for employees and a safe environment for customers. To do this, management is responsible for establishing and enforcing safety rules, policies, and procedures; providing safety and emergency information in employee training and continuing education programs; providing fire extinguishers and first-aid kits; and immediately correcting safety violations recorded by safety committees or safety enforcement agencies.
- The Occupational Safety and Health Administration (OSHA) is a federal agency that enforces the Occupational Safety and Health Act of 1970. The act requires that employers provide a hazard-free workplace for their employees. The agency establishes and enforces health and safety standards, which businesses are required to maintain. It also requires businesses to post employee rights posters and to report employment-related deaths or accidents involving five or more employees to the Department of Labor.
- Workers' compensation laws require businesses to carry workers' compensation insurance to cover employee disability, injury, and death claims from most employment-related accidents.
- Building, fire, health, and electrical codes and regulations are enforced by local agencies. The purpose of the codes is to ensure safety and health from the time the building is being constructed to its operation and use as a business. Like OSHA, these agencies periodically inspect businesses for compliance with codes and regulations. The agencies recommend corrective measures and may take serious action against the business if corrections are not made.
- The most common job-related accidents involve falls and cuts. Other common accidents involve burns, bruises, and strains.
- Common causes of accidents include carelessness, negligence, failure to follow rules and policies, improper use of equipment, and fatigue. Accidents can be prevented or minimized by practicing safety rules, following policies and procedures, reporting and correcting hazardous conditions, and properly maintaining equipment and facilities on a daily basis.
- Fires are categorized into three classes: class A fires are fueled by wood, paper, and rubbish; class B fires are fueled by gas, grease, paint, lacquer, and other flammable liquids; and class C fires are fueled by live electrical equipment.
- Fuel, heat, and oxygen are needed to make fire. To put out a fire, one of these three elements must be removed.
- Before obtaining a fire extinguisher to put out a small fire, check quickly to see that it is charged and that it is the right type of fire extinguisher for the fire. The letters A, B, and C indicate the type of fire the extinguisher is equipped for, and the letters are located on the fire extinguisher's instruction label.

Words to Know

- To use a fire extinguisher, pull the pin, aim the nozzle, squeeze the handle, and sweep over the base of the fire from side to side. Instructions also are found on the fire extinguisher.
- The National Weather Service provides current weather information on weather alarm radios, television stations, and radio stations. The service alerts people to developing hazardous weather conditions, such as tornadoes, thunderstorms and lightning, blizzards, and hurricanes.
- A tornado watch means that weather conditions are favorable for the possible formation of tornadoes. A tornado warning means that a tornado has been sighted and that people in the area should take shelter immediately in a cellar, tornado shelter, underground excavation, interior room, or steel-framed or reinforced concrete building.
- Choking victims are unable to breathe, talk, cough, and may turn blue. To help dislodge an obstruction in the victim's throat, a person should deliver four sharp blows between the shoulder blades and then direct a series of thrusts to the victim's abdomen or chest to force air from the lungs.
- Methods of providing first aid to minor injuries include placing minor burns under cold water, cleansing minor cuts with water and leaving uncovered, and treating bruises with a cold compress to reduce swelling and internal bleeding.
- Third degree burns, puncture wounds, and severe cuts require professional medical care immediately. Pressure should be applied to severe cuts and a dressing should be applied promptly.
- All accidents should be reported to management and recorded. Reports are necessary for OSHA and insurance purposes. Injuries resulting in death or hospitalization of five or more employees must be reported to the Department of Labor.

abdominal thrust	heat detectors
cardiopulmonary resuscitation (CPR)	Heimlich maneuver
chaseways	liability
chest thrust	manual thrusts
choking	microorganisms
Class A fire	National Weather Service
Class B fire	negligent
Class C fire	obese
codes	obstructions
combustibles	Occupational Safety and Health
compliance	Administration (OSHA)
consciousness	paramedic
contingency plans	quench
diaphragm	regulations
disabilities	sanitation
dressing	second degree burn
emergency medical personnel	shock
emergency meeting locations	smoke detectors
escape routes	smoldering
evacuate	third degree burn
fire extinguishers	thunderstorm warning
first degree burn	thunderstorm watch
flammable	tornado warning
food-borne illnesses	tornado watch
hazard	workers' compensation insurance

Questions for Review

1. What are hospitality businesses' and their managements' responsibilities regarding safety and emergencies? Why are these responsibilities important?
2. What are hospitality employees' responsibilities regarding safety and emergencies? Why are these responsibilities important?
3. What are the purposes and functions of contingency plans and emergency drills?
4. What is the Occupational Safety and Health Administration (OSHA), and what does it do? Why is it important to comply with OSHA requirements?
5. What are the purposes behind the workers' compensation laws, local health codes, building codes, electrical codes, and fire codes? Why are they important?
6. What are the most common accidents in hospitality businesses? What are the major causes behind these accidents?
7. How can employees prevent most accidents from occurring?
8. What are three methods of preventing each of the following accidents: falls, cuts, burns, electrical shock, explosions, and bodily strains? What are two methods for preventing bruises?
9. What methods are used to treat burns, cuts, and bruises?
10. What are the main responsibilities employees have during a fire in any hospitality business? Why are these responsibilities important?
11. When calling the fire department to report a fire or potential fire, what information does the caller need to give the fire department? Why is the information important?
12. What are the three elements needed for a fire to burn? To put out any fire, what must occur?
13. What are the methods for removing each of the three elements from a fire?
14. What are the three classes of fire? What can happen if a fire extinguisher designed to be used on class A fires only is used on a class B fire?
15. What steps should a person take when trying to use a fire extinguisher to put out a fire?
16. What are the main responsibilities employees have during a weather emergency at any hospitality business? Why are these responsibilities important?
17. What are the main responsibilities employees have during a medical emergency at any hospitality business? Why are these responsibilities important?
18. What are the steps used in helping a choking victim?
19. What are the classifications and descriptions of burns?

5 Applications of Technology in the Hospitality Industry

ESSENTIAL ELEMENT

- Describe applications of technology in the hospitality industry.(v1E)

OBJECTIVES TO ACHIEVE

- Explore recent technological advances and their applications in lodging operations.
- Review recent technological advances and their applications in food and beverage operations.

A certain amount of inconsistency will always exist and affect costs when people are performing tasks. To overcome inconsistencies and excessive costs, many businesses and industries have turned to high-tech automation. More automation is expected in the future as computerization becomes less expensive and more cost effective. **Automation** is the technique of making something operate automatically or the state of being operated or controlled automatically.

The need for improved measures in controlling, accountability, information processing, and guest security led the hospitality industry to search for better methods. As computerization recently became within the reach of many businesses and more applications were developed, the hospitality services industry sought ways the computer could help improve operations. **Controlling** is the act of regulating and verifying by comparison, such as with food costs. **Computerization** is the process of controlling or conducting by means of a computer.

Hotels and food operations traditionally accumulate large amounts of information that must be transferred from one department to another in order to service the customer. Computerization helps the businesses handle and transmit the glut of information quickly, easily, and often more accurately and less wasteful than in the pre-computer era.

Recent technology is helping the industry become more efficient, secure, and cost effective. However, a management concern also has surfaced that computers tend to **depersonalize** (make less personal) the customer service that has been so important in the hospitality services industry. The personal attention and human contact is a long-time tradition of hospitality services industries. In order to reach a compromise

between the benefits of automation and computerization and the desire for personal service provided by people, businesses must find ways to use computers and still have employees provide personal contact with customers.

RECENT TECHNOLOGY IN LODGING OPERATIONS

New advances and new technology are being created and implemented constantly. Computers, electronic controlling devices, and other forms of technology are helping lodging operations function more smoothly and more efficiently. Widespread technological advances are in management systems, communications, and security systems.

Management Systems

Hotels use computers on the corporate level as well as on the local level. At both levels, computers provide a means of information processing. Software packages for database management, spreadsheet analysis, and word processing have been created for hotel applications. Like any other business, hotels have filing, reporting, accounting, inventory management, personnel, forecasting, correspondence, and business analysis needs.

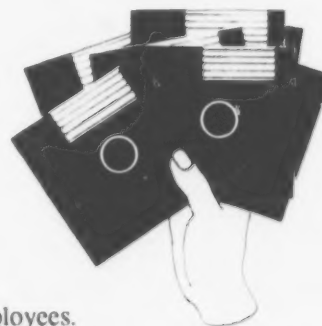
On the local level, hotels primarily use computers for room inventory management on a daily basis through the use of *property management systems software*. These software programs are designed to improve a hotel's information management by assisting with many paperwork and scheduling duties. The software can manipulate other front desk, management, and administrative department duties including reservations, registration, accounting, night audits, city ledgers, general ledgers, accounts payable, and payroll.

The room inventory management program helps management and front desk employees keep an *inventory*, which is a list or amount, of rooms available to sell for particular dates. If a block of fifty rooms is sold to a group, the front desk clerk enters the information into the computer. The computer subtracts those fifty rooms from the inventory of available rooms for that date. The data stored in the computer program's memory displays dates of the year, rooms reserved for each date, which rooms are available for future reservations, and what special events are planned.

Some property management software programs and new marketing programs also assist hotels with the following:

- business analysis
- lead tracking
- sales contact planning and reporting
- market segment analysis
- travel agent analysis
- group profiles
- lost business tracking
- guest comment analysis
- sales record keeping
- function sheet completion
- banquet order organization
- guest histories

Guest histories provide valuable customer service information to employees. When a future guest's name is entered into the computer, the program will recall the guest's history as documented from past stays. Possible uses of a guest's history include the guest's preference of room location and any special services that he or she usually needs. Knowing this information before the guest checks in helps the hotel provide more personalized service. This information is especially useful for serving regular guests.



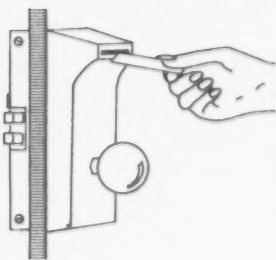
As a guest checks into a hotel, he or she is assigned a room number. The guest's name is entered into the computer along with that room number. Any credit charges the guest makes at the hotel during his or her stay are entered into the computer by interfacing point-of-sale terminals and are automatically billed to the guest's room number. *Interfacing point-of-sale terminals* are located where sales take place, such as at a restaurant's cash register, and are connected by wire and interface cards to a computer. The interface card allows the point-of-sale terminal and the computer to relay information to each other.

Before computers were used, any charges to a guest's room were taken to the front office by a restaurant employee and posted to the room number folio. This time-consuming process created a potential for lost charges or lost income if charges were not posted before the customer checked out.

During a customer's checkout, front desk clerks using the old system were required to ask customers if they had made any recent charges that may not have been turned in to the front office. The clerk could then add charges to the bill. Occasionally, customers forgot to tell the front desk clerk about charges and they were not posted to the room number before checkout. When this happened, the customer was mailed a bill for the additional charges. The computerized method of guest accounting saves time, energy, and reduces error by automatically adding all charges into the system as they are made. All charges are listed with the room number when the front desk clerk checks out guests.

Computers also make reporting, auditing, and bookkeeping easier. Hotel night auditors verify and reconcile the day's activities and charges in a daily audit report. When it is finished, the audit is sent by computer to the hotel's bookkeeping office and/or to the corporate headquarters. With computer automation, all charges and book balancing are performed automatically. The computer can prepare reports, guest ledgers, and city ledgers in about half the time it would take without a computer. Also, if a manager wants to know how much room sales, restaurant sales, or bar sales revenue was received the night before, the computer can easily access that information.

A *ledger* is a book to which debits and credits are posted from the original entry books. The *guest ledger* is the ledger of charges made by people registered as guests at a hotel. The *city ledger* is the ledger of charges made by people who are not registered guests of the hotel, who live in the community, and who make charges at the bar or the restaurant.



Some of the larger hotels are experimenting with totally computerized checkin procedures. Guests do not come in contact with front desk clerks. Instead, guests are checked in by a *computerized self-service checkin terminal* located away from the front desk, which may look similar to the automatic teller machines banks offer. The guest enters information such as his or her name and address, puts in a credit card for payment, and the machine presents a computerized key card that serves as the "key" to the guest's room. The *key card* is a card with numbers or holes in it that represent a code that unlocks its corresponding programmable lock. The guest slips the key card into a slot in the guest room door to deactivate the lock and is permitted entry into the guest room. An *automatic programmable lock* is programmed with a computerized code and has a slot in which the key card will fit.

Automation is also used by some hotels with the television set in the guest's room. A guest's total bill is broadcasted onto the television screen in his or her room before checkout time. A guest can evaluate the bill before paying.

Guests also can see their bills on the self-service computer terminal that performed the checkin procedure. The guest verifies the bill and enters information which orders the hotel computer to charge the amount to the guest's

credit card number and to print "signature on file" on the bill in place of the guest's signature. Guests should already have a signed voucher on file with the hotel. Guests wanting to pay by cash or check must pay their bills at the front desk. Hotels equipped with the expensive computer checkin machines and related automated options usually are larger hotels, although some smaller elite hotels may install the technology.

Some hotels have several computer terminals used for registration lined up along their front desk in full view. The criticism often associated with computer automation, even in this instance, is that it tends to depersonalize service. In this instance, the front desk clerk looks into the computer monitor instead of looking at the guest to maintain friendly eye contact during checkin procedures. According to critics, eye contact and smiles are needed for personalized service. Critics also argue that this personal contact is lost when the front desk clerk looks into and concentrates on information displayed on the computer screen.



Emphasis on guest service in hotels has decreased during the change to automation's advantages. However, astute managers and customers observed this emphasis and a new desire for personal guest service is emerging. Customers want service and will go to the hotel that gives it best.

It is possible for hotels to use computer automation and still provide personal service to guests. One way a hotel may do this is by continuing to use the old manual reservations guest *folio*, which is an identifying reference assigned to guests and their room numbers for the purpose of posting charges. The folio is kept in the *bucket* or reservations rack. However, the hotel may modify the procedure by printing reservation cards for each guest reservation each morning. The guest information is on a card and also in the computer, which is located out of sight in a room in the front office area. The reservation cards may then be placed in the reservations rack at the front desk.

When the guest arrives to check in, the front desk clerk takes the reservation card out of the bucket and hands it to the guest for verification of name, address, method of payment, type of room, and room rate. The guest breaks the eye contact by looking at and concentrating on the reservation card. The front desk maintains the same personal contact with the customer as used before computers. After the information is verified and the guest goes to the room, the front desk clerk makes note in the computer of any changes in the guest's information and confirms on the computer that the room is rented.

With this method, computerized processing of information can be performed behind the scenes before and after the guest registers. The front desk clerk does not lose eye contact with the guest so the service does not become depersonalized. As automation and computerization continues, people will still want personal attention and service. With some modifications, that service and attention can still be provided.

Most new property management systems software used by hotels can be used to perform a variety of hotel functions. Some of the functions can be performed more efficiently by combining the use of property management software with some of the following types of systems and devices:

- central reservations systems
- telephone systems
- credit card readers
- credit card authorization and settlement equipment
- guest room locking systems
- self checkin/checkout machines
- energy management systems
- guest room bars
- guest room safes

- guest pay movies
- electronic time clocks
- point-of-sale systems

In the early 1980s, computer systems to meet specific needs of hotels were either nonexistent or prohibitively expensive. Only major hotel chains invested in any of them. Today lower cost packages are available and small hotel operations are able to take advantage of the technology.

During the energy shortage of the mid and late 1970s, an increased concern toward conserving energy and controlling energy expenditures emerged. More recently, inexpensive computerization improved the potential for energy conservation. Thus, computerized energy management systems were created for businesses and homes. *Energy management systems* are devices that can help businesses and individuals control their use of energy. A business that uses its electricity efficiently saves money.

Hotels and food operations have many activities going on and many rooms to heat or air-condition. These operations have found that they need some type of energy management system to control excessive energy use in rooms not being used during part of the day. Hotel managers did not want all air conditioning or heating units to run continuously. They knew they could not rely on themselves or employees to change the thermostats when meeting rooms and other rooms were not in use. By using computerized energy management systems, the hotel staff can program a timer with each day's heating or cooling needs. The timers are set for each heating or air conditioning unit according to the day's activity schedules for the specific rooms each unit serves. The energy management systems turn on and off automatically and keep the room at the desired temperature during the period of time set on the timer. Although the initial investment may be expensive, energy management systems can save businesses hundreds of dollars each month on energy costs.

Before an energy management system is installed, an analysis is made of a hotel's use of electricity, primarily relating to heating and air conditioning. After determining its present system and energy use patterns, a new energy management system is designed for the facility and its needs.

Hotels are offering more amenities to guests today than in the past. *Amenities* are goods or services that may add to a guest's comfort or convenience. A new amenity in some hotels is a small locked refrigerator stocked with an assortment of beverages, fruits, and snacks. A key or access code is given to the guest so that he or she may use the refrigerator. The refrigerator is checked daily by a porter who replaces the items used and charges those items to the guest's room bill.

Communications

Telephone systems operating within one building are known as PBX systems and are basically the same today as in the recent past. However, new telephone technology now allows hotel operators to program their systems with recorded wake-up calls and messages to guest room telephones. Also, telephone call accounting systems are being used with the property management software explained above. The *telephone call accounting system* makes it possible to automatically charge all telephone calls guests make to their room bills. All calls from the room are recorded on the guest's bill. The hotel no longer worries about lost phone charges once a guest has checked out.

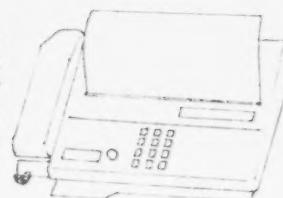
Hotels have begun to make profits from the long-distance calls guests make. Companies that offer private long-distance operator service make arrangements with hotels to be their long-distance operators for guest calls. In return, the hotels receive kickbacks from the suppliers for profits made. The kickbacks are

percentages of the profits paid to the hotel for influencing or controlling the guests' choice and use of a long-distance operator. However, some of these long-distance suppliers charge a higher rate per minute than the traditional long-distance suppliers.

In the near future, the following telecommunications developments will be part of the hotel industry: new telephones, voice/data/video services, and competitive 800 services.

Since the majority of a hotel's guests are business travelers, many hotels are providing facsimile services to their guests. A *facsimile* is an exact copy of something and a method of transmitting images or printed material electronically and instantly. The service is offered for a fee comparable to overnight mail, yet sends important papers much more quickly than overnight mail.

A *facsimile machine* looks similar to a photocopy machine. A document that is being sent to another location is fed into the facsimile machine. The facsimile machine processes the information on the paper into a code that is sent over telephone wires to another facsimile machine in another location. The second facsimile machine deciphers the code and prints an exact copy of the original document. A facsimile machine also is called a "fax" machine.



Security Systems

Security is one department in the hotel industry in which technology has made a significant difference. Hotels have become safer as a result of advances in automatic lock systems on room doors, exterior lights on automatic timers, and electronic video monitor systems.

Hotels that use the automatic programmable lock systems explained above issue a key card rather than a key. The key card and the automatic locking system are less expensive to replace. The key card can be changed and the lock system recoded more easily and quickly by hotel employees. The card has holes or code numbers on it. It slips into a slot on the door to activate the automatic lock. Because it is easily and quickly changeable, the key card provides more control over security and theft risks.

Another new technological advance is *automatic cash controller machines*. These machines are safes that can automatically make cash exchanges or receive cash drops from cashiers. They also are control devices for monetary security. Certain codes entered into the machine's panel activate the machine for whatever function is needed. As part of its security, the machine takes several minutes to process the exchange activities. The machines often are located behind the cashier's counter.

Most hotels are now using automatic timers to light common areas, parking lots, and exteriors. These timers are not necessarily computerized; however, they do relieve an employee of the duty to turn on and off all lights. *Automatic timers* are devices that automatically activate lighting switches to turn lights on at a certain time of the evening and off soon after sunrise.

Many hotel security departments have large areas to patrol for guest, employee, and property security. To help with security, hotels are installing *electronic video monitor systems*. These are surveillance systems made up of video cameras strategically placed around the property and connected by wires to a monitor and video recorder with a clock. While the system's monitors can be manned and watched, the system also can record every image on videotapes, which is very helpful when security situations occur. The tapes can be played back and viewed many times to help identify suspects, events that have taken place, and ways security measures have been broken. Hotel security departments

use these systems and their network of video cameras to *monitor* or watch building exteriors, parking lots, walkways, entrances, cashier stands, front desk areas, employee entrances, and kitchen back doors.

RECENT TECHNOLOGY IN FOOD AND BEVERAGE OPERATIONS

Recent advances in technology have helped food operations provide better products and better customer satisfaction. Restaurant owners and managers can stay informed about new technology by attending trade shows and reading periodicals that review the new equipment. New technology has helped food operations prepare and serve quality food and beverage items to their customers. Advances in customer service and food and beverage preparation technology are benefiting both the business and the customer.

Customer Service Technology

New technology that aids in customer service keeps customers and businesses happy. Efficient billing systems help control customer satisfaction. Using computers provides the business with an element of control for company assets, such as food and beverages. Computerized precheck machines are found in several locations including restaurants, bars, and kitchens. Cash registers may be located with hosts/hostesses. *Precheck machines* are used with computerized cash registers to prepare bar and kitchen tickets, subtotal the tickets, provide inventory balances, assist with payroll, and act as time clocks. The precheck machine is used to record each item of a food order, each item's price, and the order's subtotal on a ticket. All prices for items on the menu are programmed in the computer. The machine prints out the guest's ticket according to the order. Previously, the server wrote a ticket and gave a copy to the cook. Cooks often had trouble trying to interpret many servers' handwriting and mistakes occurred.

Once the order is entered into the precheck machine, the information is in the computer's memory and automatically displayed on a precheck computer screen used in the kitchen. Bar drink orders automatically appear on the bar's precheck machine. The bar and kitchen's machines provide bartenders and cooks with the information about what beverage or food needs to be prepared for an order. The information is easier for cooks to read than handwritten tickets, and prices are accurately recorded. After food and beverages are prepared and ready for the server, cooks enter information into the machine to show that each item on the order was prepared and sent out.

Before precheck machines were used, food items were sometimes charged to a customer and never served to the customer. Also, items such as desserts ordered late in the meal and delivered to the customer were accidentally left off the ticket and not charged to the customer. Computer precheck machines help eliminate these human errors. The computer assigns a four-digit number to each ticket order. If nothing more is ordered, the ticket is subtotaled and given to the customer. The customer pays the ticket through the server or host/hostess.

Prior to computerized precheck machines, there was no efficient food control method. Lost charges and miscalculations occurred often, making food and operating costs increase. With the new computer precheck machines, everything that goes into and comes out of the kitchen or bar is entered in the machines with the correct prices. Therefore, management has a record of everything produced for each ticket and better control over food cost and employee theft. The precheck machine also can give management an exact account of inventory for a particular date. Discrepancies in projected inventory and actual inventory might indicate excessive use of ingredients, theft, or miscalculations of food shipments received.

Sometimes complaints about food items or spills occur. Servers often replace food items at no charge to the customer. These items are charged on another ticket called a *comp*, meaning complimentary or free to the customer, and are approved by the manager. Servers also can void food items from the precheck machine if customers change their minds about an order or if part of the order is missing. In these situations, the precheck machine ensures those items are accounted for.

Computerized precheck machines eliminate much of the work of checking tickets at the end of the day for discrepancies. The system saves the restaurant, bar, and company money by eliminating many errors, management checks, and loss of revenue from lost tickets. It helps the kitchen keep a running inventory of supplies to let the chef know what needs to be ordered from food *purveyors* (wholesale suppliers) each day.

Food and Beverage Preparation Technology

Additional new advances in food operations technology include computerized kitchen equipment, commercial microwave ovens, automated bar guns and drink dispensers, frozen drink machines, and timer conveyor ovens. *Commercial microwave ovens* are ovens that use microwaves to cook food. Microwave ovens help food operations prepare some foods quicker and with lower energy costs than traditional cooking in conventional commercial ovens.

Computerized kitchen equipment are kitchen appliances that have been computerized to automatically control temperatures, cooking times, and food waste. Some equipment moves food through so that the food is not overbaked. An example would be computerized deep fryers used in many fast-food operations. These deep fryers fry food at a programmed temperature for a programmed period of time, then lift the frybaskets out of the oil at the end of the cooking time so that the food is fried perfectly.

Controlling the proportion of ingredients used in beverages—especially expensive beverages—at food and beverage operations helps management eliminate waste and reduce costs. To control the amount of liquor used in alcoholic beverages, automated devices have been developed. *Automated dispensers* are designed to dispense a predetermined measure of liquor. Some automated dispensers are simple, yet other systems are complex and very expensive. The complex systems may be connected to a cash register so that the sale is recorded on the customer's ticket while the drink is being prepared. Meters on the system record the quantities used and provide thorough inventory control. Another type of device that controls the amount of liquor used in a beverage is the *pourer*. The *pourer* is a device that is fitted to the top of a bottle and permits only the pouring of a predetermined amount of liquid each time the bottle is used.

Frozen drink machines have also been designed to make better quality frozen drinks than blenders. *Frozen drink machines* freeze entire liquid drink mixtures into thick, soft, semi-frozen liquids. Frozen drinks prepared by blenders require ice to be added and crushed into fine particles. Frozen drinks prepared in blenders are more diluted than drinks prepared in frozen drink machines.

Timer conveyor ovens are used to help reduce overbaking and burned food waste. These conveyor ovens are often seen at pizza restaurants. The ovens are set by temperature and cooking times with the conveyor moving slow enough to coordinate with the baking time. Food slowly moves along the conveyor belt from one end of the oven to the other. From the time it enters the oven until the time it leaves the opposite end of the oven, the food item is fully baked. The oven allows several food items to be placed in it at varying times without affecting food quality.

Although these items reduce cooking times and food costs and improve food quality, not all food operations use them. The decision to use new advancements is based on the following factors:

- the food the business prepares
- the method of cooking that gives the food the desired flavor
- the desired taste or flavor the business seeks
- the image the business wants to portray



Points to Remember

- High-tech automation and computerization helps businesses decrease inconsistencies, costs, and human errors and increase efficiency.
- Computerization helps businesses process information quickly, easily, and often more accurately.
- Many hotel managers are concerned that automation and computerization has depersonalized customer service. This concern challenges management to find a working compromise between the automation or computerization and customer service.
- In hotels, computer property management systems software programs are used for the following: room inventory management, reservations, guest registration, guest accounting, night audits, city ledger, guest ledger, accounts payable, accounts receivable, payroll, business analysis, guest histories, lead tracking, sales contacts, planning, market analysis and reporting, travel agent analysis, lost business tracking, group profiles, guest comment analysis, automation of some guest charges, reports, functions, correspondence, sales transactions, and filing.
- Room inventory management programs help management and front desk employees keep an inventory of rooms available for sale.
- Interfacing point-of-sale terminals record information on hotel guest charges which allows the charges to be posted automatically to the guest's account.
- Computerized self-service checkin terminals allow guests to check themselves in and out of hotels by entering their information into the computer. The computer presents the guest with a key card that is the key to the guest's room. When the guest checks out, the machine totals the bill for guest verification then charges it to the guest's credit card account automatically.
- Automatic programmable locks are door locks which are programmed with a computerized code. Key cards with corresponding codes are slipped into a slot on the lock to permit entry into the room.
- Most new property management systems software is used by hotels to perform a variety of functions. Some of the functions can be performed more efficiently by combining the use of property management software with some of the following types of systems and devices:
 - central reservations systems
 - telephone systems
 - credit card readers
 - credit card authorization and settlement equipment
 - guest room locking systems
 - guest room settlement
 - self-service checkin and checkout machines
 - energy management systems
 - guest room safes
 - guest room pay movies
 - electronic time clocks
 - corporate headquarters computers
 - point-of-sale terminals
- Energy management systems help businesses control their use of energy. The system is programmed to control the various temperature needs in many different rooms at the same time.
- Telephone systems allow hotel operators to program recorded wake-up calls and messages to guest room telephones. Telephone call accounting systems

used with the hotel's main computer and its property management system software makes it possible to automatically post all guest telephone calls to a guest's account.

- Automatic cash controller machines are safes that automatically make cash exchanges or accept cash deposits from cashiers.
- Many hotels provide facsimile services to their business guests. A facsimile is an exact copy of something made by two facsimile machines. A facsimile machine transmits images or printed matter electronically and instantly over telephone lines to another facsimile machine which prints an exact copy of the original.
- Automatic timers are used with exterior and parking lot lighting switches to automatically turn lights on at a certain time in the evening and off soon after sunrise.
- Electronic video monitor systems are composed of video cameras strategically placed around the property and connected by wires to a monitor and video recorder. The security system helps monitor building exteriors, parking lots, walkways, entrances, cashier stands, front desk areas, employee entrances, and kitchen back doors.
- Precheck machines are devices used with the computerized cash registers or computers that prepare bar and kitchen tickets, subtotal the tickets, provide inventory control, assist with payroll, and act as time clocks.
- Computerized kitchen equipment are kitchen appliances that have been programmed to automatically control temperatures, cooking times, and food waste.
- Automated dispensers and pourers are designed to dispense a predetermined amount of liquor to eliminate waste and reduce costs.
- Frozen drink machines make quality frozen drinks by freezing entire liquid drink mixtures into a thick, soft, semi-frozen slush.
- Timer conveyor ovens help reduce overbaking and burned food waste. Food is moved slowly on a conveyor from one end of the oven to the other. From the time the food item enters the oven until it leaves the opposite end of the oven, it is fully baked.

Words to Know

amenities
automated dispensers
automatic cash controller machines
automatic programmable lock
automatic timers
automation
bucket
city ledger
commercial microwave ovens
comp
computerization
computerized kitchen equipment
computerized self-service checkin
terminal
controlling
depersonalize
electronic video monitor systems

energy management systems
facsimile
facsimile machine
folio
frozen drink machines
guest ledger
interfacing point-of-sale terminals
inventory
key card
ledger
monitor
pourer
precheck machines
property management systems software
purveyors
telephone call accounting system
timer conveyor ovens

Questions for Review

1. In what ways has automation, computerization, and other new technological advances helped hotels and food operations?
2. Why do some managers believe automation, computerization, and other new technological advances depersonalize customer service? What is the solution?
3. How does property management systems software programs help hotels? Does the system seem to make the work better? Why?
4. How do point-of-sale interface terminals work? How do they help a hospitality business?
5. What procedures are used with computerized self-service checkin/checkout terminals?
6. Do energy management systems really help businesses save on energy costs when the initial investment may be high? Why?
7. What are some other technological advances designed for use by hotel operations? What do they do, and do they tend to depersonalize service?
8. How do computerized precheck machines help a food and beverage operation?
9. What are some other technological advances designed for use by food operations? How do they make operation more efficient?
10. Why do some managers choose not to use the efficient automated equipment available in food operations? On what do they base their decisions?

6

Property Maintenance and Repair

ESSENTIAL ELEMENT

- Describe simple procedures for property maintenance and repair.(v2A)

OBJECTIVES TO ACHIEVE

- Explain the importance of property maintenance and repair in the hospitality services industry.
- Review guidelines for the preventive maintenance of hospitality services property.
- Identify general procedures for maintaining and repairing physical facilities.
- Describe procedures used for maintaining and repairing swimming pools, saunas, hot tubs, and weight rooms.
- Outline procedures used for grounds maintenance and repair.

A hospitality operation must look attractive and well maintained to the customer in order to gain the customer's business. Therefore, the care of the business' property is essential to guest sales and satisfaction.

Employees in the engineering/maintenance departments of hotels maintain and repair existing equipment, furnishings, fixtures, and utilities. These employees also keep records of maintenance and repairs. Small hotels may have one or two employees trained in several maintenance skills. One person may handle plumbing, groundskeeping, electrical work, equipment repair, and other related duties. In large hotels that have several employees on the engineering/maintenance staff, each staff member often specializes in a particular maintenance skill, such as electrical work or plumbing.

In addition to maintaining and repairing equipment and utilities, all members of the engineering/maintenance staff are responsible for maintaining the upkeep of the tools, equipment, and maintenance shop. The staff should make sure they have extra tools and spare parts available for repairs. They should also make sure machines and tools are in good and safe condition, and that flammable materials are stored in proper containers and locations. The maintenance staff should be able to make most needed repairs on the equipment.

When a maintenance person leaves the hotel operation for other employment, the hotel hires a person experienced in the skills required for the open position. Management tries to keep a variety of maintenance specialists within the department so that most repairs and maintenance work can be performed by employees rather than by outside contractors. Keeping maintenance specialists on staff saves the company thousands of dollars because of the vast amount of maintenance work performed each day. Outside contractors are only called for major renovations or installations.

Many food and beverage operations do not have maintenance staffs. Instead, employees are responsible for cleaning and maintaining equipment, furnishings, and fixtures. Thoroughly cleaning and drying each piece of equipment daily or immediately following use keeps the equipment working properly. These operations call outside maintenance experts to repair major maintenance problems. Repairing and replacing major equipment is very costly. Keeping equipment in good repair is important. A good way to maintain equipment in working order is to practice preventive maintenance.

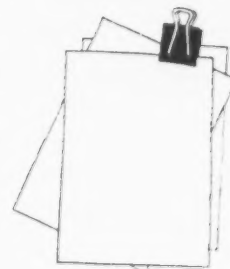
IMPORTANCE OF PROPERTY MAINTENANCE AND REPAIR

A good maintenance program affects smooth operation and guest satisfaction. It also affects the investment the business has in its equipment. Commercial equipment is quite expensive and necessary and should be maintained to prolong its life as long as possible. Preventive maintenance and repairs performed in a timely manner ensure increased life of equipment and fixtures and minimizes the need for emergency repairs. Breakdowns are costly, inconvenient, and potentially hazardous to employees and customers. Major breakdowns could force business operations to close until the equipment can be repaired or replaced.

Care of a hospitality business' property and assets is essential to guest satisfaction, business operations, and equipment investment. It is difficult to maintain a profitable operation if employees are working with malfunctioning equipment. This creates more potential for wasted time, inefficient production, and injuries. All of these results of malfunctioning equipment are costly to a business. If any piece of a business' equipment is not working properly, then the employee is unable to serve the guest as well or work as efficiently. Inefficiencies in operation may lead to guest dissatisfaction and loss of business to competitors. Good guest service can only be achieved when everything is working properly and all components are in place.

The engineering/maintenance staff begins each day by learning what repairs need to be made. They usually get a list of maintenance requests from the general manager, front desk personnel, or housekeeping personnel. It is important for the maintenance or repair to be performed as soon as possible after a problem has been found so that guests are satisfied and so that guest rooms do not have to be left vacant. The maintenance staff prioritizes and schedules repairs and preventive maintenance tasks to be completed each day. The department tries to complete work in vacated rooms before the housekeeping department cleans it. Emergency or safety-related maintenance and repair problems receive first priority.

After performing each repair, the maintenance staff is responsible for cleaning up the mess made during the repairing process. This cleanup includes removing all trash from the room, placing furniture in original positions, and making sure the room looks ready to be occupied. The maintenance staff also checks to see that the finished repair looks professional. Before leaving the room, the maintenance person should close the drapes and turn off all lights. The housekeeping department should be notified if additional cleaning is needed. The hotel staff's objective is for guests to not see any evidence that a repair has been



completed. A repair completed efficiently and professionally satisfies guests, reduces costs, and prolongs the wear of the item repaired.

GUIDELINES FOR PREVENTIVE MAINTENANCE

General procedures for maintenance and repairs at hotels or food operations begin with plans to maintain equipment and property on a periodic basis. **Preventive maintenance** is the maintenance tasks completed to keep equipment in good repair and to avoid damage or equipment failure. Hospitality businesses often include each part of the building and property on preventive maintenance schedules. This maintenance schedule helps keep the business from experiencing unexpected major breakdowns. It also prevents the business from having to react to major problems that could affect guest comfort and satisfaction.

Some of the critical items a manager or maintenance person checks daily include the following:

- temperature, cleanliness, and chemical balance of the swimming pool
- temperature of the kitchen freezer and coolers
- temperature of the walk-in cooler
- temperature of the bar cooler
- thermostats in commercial areas or public areas
- temperature of the boiler

Operations that regularly perform the daily practice of checking equipment are able to notice signs of equipment damage in order to correct these problems on a timely basis rather than on an emergency basis. These businesses are better able to solve problems quickly and prevent major inconveniences.

MAINTENANCE REQUEST	
BY _____	DATE _____
LOCATION _____	
PROBLEM _____	

ASSIGNED TO _____	
DATE COMPL. _____	TIME SPENT _____
COMPLETED BY _____	
REMARKS _____	

Hotel room attendants check each room daily to locate maintenance problems. They complete maintenance request forms and return them to the engineering/maintenance staff. Some hotels also place these maintenance request forms in the rooms for guests to use when they discover a problem. This helps the hotel quickly repair problems. Guests also can call the front desk to report problems.

Weekly preventive maintenance tasks that should be performed by the engineering/maintenance staff include testing, inspecting, and maintaining landscapes, building exteriors, elevators, lights, keys, pool areas, signs, stairways and walkways, entrances and exits, and water temperatures. Monthly tasks include checking and maintaining vacuum cleaners, air conditioner filters, smoke detectors, maintenance shop areas, and floor mats.

Equipment that should be inspected every two months includes the following: dryers, washers, kitchen appliances, water heaters, locks, key making machines, meeting rooms, parking lots, gutters, housekeeping carts, cribs, and rollaway beds. Tasks performed on a quarterly basis include checking fire extinguishers, checking ice machines, rotating mattresses, and cleaning carpets. Tasks performed biannually include replacing bathroom fan filters, inspecting hot water systems, and replacing weatherstripping. Cleaning and inspecting pool filters is an annual task.

MAINTAINING AND REPAIRING PHYSICAL FACILITIES

The maintenance staff should determine the condition of all building components and the need for cleaning or repairing them. Managers and engineering/maintenance employees frequently tour the buildings to check for the following conditions:

- chipped or peeling paint
- missing tiles

- structural cracks
- roof problems
- warped or cracked woodwork
- loose siding
- clogged gutters, downspouts, and drains
- blocked or damaged exits and entrances
- damaged walkways and stairways
- poor lighting
- loose or broken handrails
- damaged sprinkler systems
- broken windows
- removed air conditioning grills
- damaged ceilings
- damaged walls
- parking lot damage

Exterior sidewalks and parking lots receive much abuse. They are affected by extreme hot and cold weather which causes them to crack. Parking lots and sidewalks must be thoroughly repaired or remade every two to five years. Grease and oil stains on asphalt parking lots disintegrate the bitumen in the asphalt and cause damage. **Bitumen** is a mixture of hydrocarbons found in asphalt and tar used in paving roads and parking lots. Bitumen is also used for waterproofing. The stains must be cleaned periodically so the parking lot will last longer. A paste made from laundry detergent and water may be applied to grease and oil spots for about an hour and then rinsed. Areas where water stands should be noted, because the water will seep under the surface and damage the parking lot's subsurface. Cracks in the parking lot's surface should be repaired with a crack filler while they are small. When the cracks are noticed and repaired they are less likely to create major problems.

A hospitality facility's electrical system is more extensive today than in the past. Consequently, more power is demanded of it than ever before. Air conditioning, electrical appliances, audiovisual equipment, special lighting, computers, and electrical tools all require electricity. When fuses blow, they must be replaced. If a circuit breaker switch shuts off, it must be turned back on. Overloaded electrical circuits are a fire hazard. Many hotels periodically rewire their facilities' electrical systems to keep up with the demand for electricity.



Heating and Air Conditioning

Heaters and air conditioners used in public areas of hotels and food operations should be checked periodically for Freon levels, correct gas pressure, and motor condition. Maintenance personnel should grease and lubricate the motor and bearings, tighten belts, flush coils, and clean filters. **Freon** is a gas for cooling that is used in refrigeration and air conditioning.

Heating and air conditioning units in guest rooms may be individual units and should be maintained on a scheduled rotating basis. Many hotels' maintenance personnel clean air conditioning filters monthly and hotels in warm climates may clean them more often. Having spare filters on hand speeds the cleaning process. A maintenance person can install the spares which can be used while the original filters are being cleaned. Many hotels have extra air conditioning units that are used to replace malfunctioning units so rooms can be occupied while damaged units are repaired.

Another method maintenance departments use to maintain air conditioners is to take an air conditioning unit out of one room and replace it with a spare unit. During the day, maintenance personnel flush the original unit's coils and clean its filters. This unit becomes a spare unit. When another unit is removed to be cleaned, the recently maintained spare unit replaces it. Some hotels do this each

day on a rotating basis until all air conditioners have been maintained; then, they begin the rotating process again.

If refrigeration coils are not cleaned periodically, the air conditioning unit will become less efficient and will use more power. Dust-coated coils cause the motor to work harder. Soiled coils also cause the unit to recover temperature more slowly, which creates increased wear on the unit.

Many hotels have zoned central heating and air conditioning that is controlled in each room with a thermostat. One unit is zoned for a certain number of guest rooms and is connected to those rooms through ducts. Air circulation is based on need and demand per room. The size of the unit determines how many rooms it will service.

Plumbing and Water-related Equipment

Plumbing problems occur as a result of normal wear and actions of guests. Engineering/maintenance departments work regularly to keep sewer lines operating and to prevent damage and water waste caused by leaky faucets and dripping pipes.

Water is supplied through a continuous line located in plumbing chaseways. Because many people use the facility's toilets, sinks, and bathtubs, plumbing lines should be cleaned out twice a month. *Grease traps* collect certain types of waste in the plumbing lines. The plumbing lines should be pumped to clean out grease and accumulated buildup. After the plumbing lines are pumped, a chemical is put down the drains in all rooms to break up remaining grease and buildup. All waste water is directed through one pipe and into the sewer.

By keeping lines clear, blockage is less likely to occur when guests discard substances in drains. Blockage and leaking does occasionally occur. Drips are caused by worn washers and seals. Leaks are caused by worn O-rings and packing. Drains can be reopened with a plumber's snake. A *plumber's snake* is a long, flexible device that looks like a snake. It is threaded into the drain through plumbing lines to break up the substance that is clogging the plumbing line.

Hot water systems should be cleaned biannually to remove lime deposit buildup. *Lime* is calcium oxide. Lime deposit scale accumulates in water heaters causing the water temperature to lower, the heating cycle to extend, the noise to increase, and the unit's lifespan to shorten. Lime deposits also cause utility bills to rise. While the engineering/maintenance staff cleans out the system, they also check pump motors, impellers, wires, and water temperatures. Water temperature should be about 120°F in guest rooms and 140°F in laundry rooms and kitchens.

Ice machines are linked to water lines; therefore, they too receive lime deposits and sediment buildup. They should be cleaned and sanitized quarterly.

Laundry personnel should clean laundry equipment daily. The engineering/maintenance staff should clean water line strainers each month and replace washer hoses when they show signs of wear. They also should remove lint buildup from washer and dryer motors periodically to prevent the motors from overheating. Each month, dryer belts should be checked and lint should be removed from around burners, vent hoses, and exhaust fans. Lint screens and panels should be checked periodically for wear and damage.

Kitchens

Kitchen equipment is subject to heavy grease, dust, and food splatter buildup. For sanitation, fire safety, and maintenance purposes, kitchens must be thoroughly cleaned and maintained frequently.

Grease filters and surface elements must be cleaned daily. Fat or grease used in deep fryers should be changed daily. Ovens also must be cleaned and checked for door gasket conditions and tight springs. Thermostats should be checked regularly by someone who can make the adjustments. Other equipment that should be checked periodically includes convection oven motors and blowers, gas pilot lights, broiler movements, steamer gaskets, steamer pressure, steamer timers, slicers, coffee equipment, burners, mixers, toasters, exhaust fans, refrigeration equipment, intake air grills, and dishwashers. Thorough daily cleaning of equipment will minimize expensive equipment repairs.

Guest Rooms and Public Areas

All rooms in hospitality businesses should be treated for insects frequently or as needed to provide an insect-free environment. In guest rooms, insecticide should be sprayed in bathrooms, on air conditioners, around baseboards and doors, and lightly on the carpets. Guest rooms that have been sprayed with insecticide should be left to air and should be cleaned at least one day before guests occupy them. The rooms should be checked for dead insects several hours after they have been sprayed and should be cleaned at that time. Because some guests travel with pets, fleas could be a problem. Flea eggs hatch in ten days, so rooms may need to be sprayed once after guests with pets leave and again ten days later.

Mildew can be a problem in bathrooms, vanity areas, kitchens, around air conditioning units, or anywhere moisture can be found. *Mildew* is a white or grayish coating formed by fungi. Areas where moisture is located should be treated regularly with mildew-resisting chemicals. If mildew appears, it should be treated with mildew spray and scrubbed immediately to prevent it from spreading. Engineering/maintenance personnel replace mildewed caulk with new caulk to prevent mildew from returning. After a room is treated for mildew, room attendants should clean the room.

A guest room should be remodeled after about seven years. After seven years, bedspreads, curtains, carpets, wallpaper, and other interior items are quite worn. The rooms usually need complete remodeling. Everything is removed from the room and new items with updated colors, designs, and furnishings are installed. Bricks and tiles usually last longer than other interior elements. Lobbies and other public areas are usually remodeled at least every five to six years.

MAINTAINING AND REPAIRING SWIMMING POOLS, SAUNAS, HOT TUBS, AND WEIGHT ROOMS

Swimming pool conditions change continually, which makes it important for them to be checked once or twice daily for cleanliness, chlorine levels, pH levels, and condition of safety features. The *pH level* of a pool is the level or condition of acidity or alkalinity in the water. The pH values range from 0 to 14 with 7 representing neutrality. Values below 7 indicate increasing acidity, and values above 7 indicate increasing alkalinity. *Alkaline* is a water-soluble substance that neutralizes acid. A pH level above 7 indicates too much alkaline in the water. Too much alkaline prevents chlorine from working and makes the water appear cloudy. *Acid* is any compound that can react with a base to form salt. In water, an acid tastes sour. A pH level below 7 indicates too much acid in the water, which can cause corrosion in pipes and in the pool. City health departments check the pools for healthy conditions once a month.

The engineering/maintenance staff monitors the water's pH level and chlorine level. *Chlorine* is a greenish-yellow gaseous element used to purify water as a disinfectant; however, it is rarely added to pools in this form. Most often, chlorine is added to pools as a liquid or in tablet or powder form. Because



sunlight destroys chlorine, the chlorine level in water at the bottom of the pool is normally higher than the chlorine level at the top. Chlorine samples should be taken at the deep end of the pool about 1 1/2 feet below the water's surface and away from a water outlet. It is important for the chlorine levels in pools to be correct. Too much chlorine in the water will burn swimmers' eyes. Too little chlorine in the water will allow algae and bacteria to grow in the pool. Engineering/maintenance personnel keep records of pool chemical balance checks and corrections that they make once or twice daily.

To correct pH and chlorine levels, the pool should be closed for at least an hour while the appropriate chemicals are added to the pool water with the circulating pump running. The pump helps mix the chemicals and water. Before the pool is reopened, the water should be tested again for the proper levels and to see if additional adjustments are needed.

Pools should be brushed, vacuumed, and/or skimmed every one to three days depending on pool size and usage. Pool lint baskets should also be cleaned regularly. The pump filter should be backwashed about once every one to three days depending on pool size and usage. Any potential problems noticed by engineering/maintenance personnel should be reported to the general manager so that he or she can contact the pool company to make repairs. **Pool skimmers** are nets used to remove leaves and debris from the water. **Skimmer baskets** are used to collect trash in the pool. A long-handled nylon **pool brush** is used to remove algae from pool walls, floors, and steps. **Algae**, an aquatic plant, creates a slick film on pool surfaces that is unpleasant to feel and can cause guests to slip. When used with a muriatic acid and water solution, the pool brush can be used to help remove lime deposits and algae from the tiles in the pool. A clean lint basket in the pump gives the pump good strong suction while it is used to vacuum algae and sediment from the bottom and sides of the pool. The pump's filter and lint basket collect dirt and debris and should be cleaned before and after vacuuming the pool.

The pool's water level should be maintained about two inches above the bottom of skimmer openings. If the water level is any lower, dry air will be sucked in by the skimmers. This could result in pump damage. Fresh water should be added to the pool to maintain the water level. During hot months, the water level should be checked often since it evaporates or is splashed out frequently.

Once every week or two (depending on the amount of use the pool receives) the pool should be treated with superchlorine. **Superchlorine** is a different form of chlorine that is four times as concentrated as the chlorine added to pool water daily. Superchlorine breaks up the nitrogen that has combined with the chlorine already in the pool so that the chlorine can work more effectively to keep the water clean. Superchlorine also cleans the pool of nonfilterable wastes, such as body oils and tanning oils, which build up with heavy use. Pools should be treated with superchlorine every week during months of heavy use. Pools should be closed during all chemical applications because the chemicals can harm swimmers and damage property if they are mishandled, splashed, or are not mixed well into the water. Some hotels may close their pools during the day for the superchlorine treatment, but the pool may be treated at night while it is closed so that it will be ready for use the next day.

Whirlpool baths and **hot tubs** are relaxing baths of heated, circulating water, usually found near swimming pools at hotels. Built-in **heating elements** are the sources of heat that warm the water. These baths should be cleaned and checked for water level and pH levels each day. The water level must be above the heating elements so that the elements are not exposed to air. If exposed, the elements will burn out. When whirlpools are used, water is splashed out, thus creating the need to refill.

Spas and weight rooms also should be checked daily. **Weight rooms** are rooms filled with weightlifting equipment available for guests' use when exercising. A **spa** is the area where saunas, whirlpool baths, some swimming pools, and weight rooms are located. Spas also are known as resorts with mineral springs. All weightlifting equipment must be properly maintained to avoid injuries. The room should be checked to see that all equipment is working. Maintenance employees should use each piece of equipment to verify that it is working well.

Saunas are rooms that provide people with a heat bath treatment. The heat is produced from running water over heated rocks. The sauna is hot enough that it inhibits the growth of most bacteria and viruses. However, the sauna must be cleaned, sterilized, and disinfected each week.

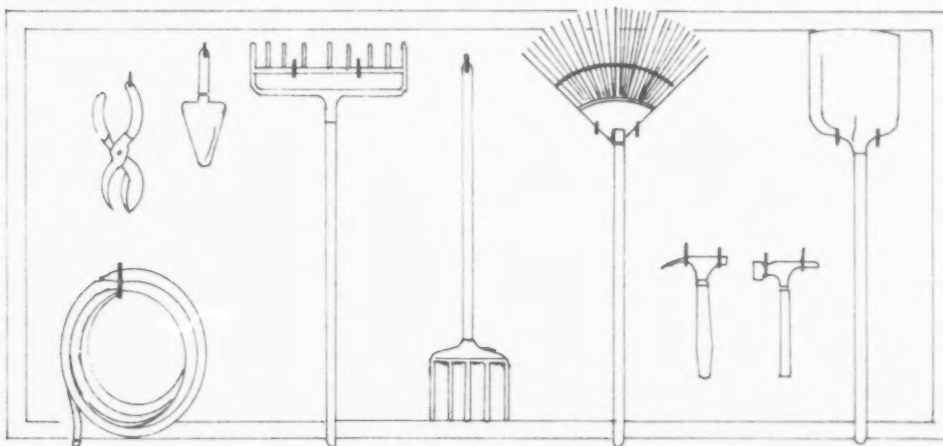
GROUNDS MAINTENANCE AND REPAIR

Large hotels employ a groundskeeper or landscaper who is knowledgeable of **horticulture** (the science and art of growing plants), **pesticides** (agents used to destroy pests), plants, and insects. Groundskeeping is just one of the duties of the one or two-person maintenance staff of small hotels. Groundskeeping is important to the overall appearance of a hotel and the hotel's ability to attract customers, as mentioned at the beginning of this chapter.

The **groundskeeper** or **landscaper** is someone who is responsible for picking up trash and garbage, watering the landscape and interior plants, clipping hedges, pulling weeds, mowing and edging the grass, preparing plants for winter, and performing other horticultural duties. Plants should be pruned away from doors, windows, stairways, walkways, and vents when growth becomes uneven. Trees should be pruned of dead or damaged branches. The hotel's objective is to display a neat, manicured appearance.

A **fertilization schedule** is an annual plan for fertilizing plants, lawns, and trees. It helps businesses to plan annual dates for fertilizing plants on the property. **Fertilizer** is the substance made from natural or synthetic materials that is spread upon the soil to make it rich in the material needed for plant growth. Fertilizer also helps plants grow and remain healthy to beautify the business' property.

Trees, shrubs, and lawns should be fertilized on a regular basis. The frequency of fertilization depends on local conditions. A fertilizer recommended for area soil and weather conditions should be used. Watering schedules also should be based on soil and weather conditions. It is important for the groundskeeper to not overwater because this can cause damage to the pavement on parking lots.



Points to Remember

- Care of a hospitality business' property and assets is essential to guest satisfaction, business operation, and equipment investment.
- Following a preventive maintenance schedule helps keep the business from experiencing unexpected major breakdowns and difficult problems that could affect guest comfort and satisfaction.
- Exterior sidewalks and parking lots are affected by extreme hot and cold weather which causes them to crack. Sidewalks and parking lots must be thoroughly remade or repaired every two to five years.
- A hospitality facility's electrical system is more extensive today than in the past. Consequently, more power is demanded of it than ever before. Many hotels periodically rewire their facilities' electrical systems to keep up with the demand for electricity.
- Heaters and air conditioners used in public areas of hotels and food operations should be checked periodically for Freon levels, correct gas pressure, and motor condition. Motors and bearings should be lubricated, belts should be tightened, coils should be flushed, and filters should be cleaned.
- If refrigeration coils are not cleaned periodically, an air conditioning unit becomes less efficient and uses more power. Dust-coated coils make the motor work harder and the unit recover temperature more slowly, which creates increased wear on the unit.
- Plumbing problems occur because of normal wear and guest actions. Engineering/maintenance departments work regularly to keep sewer lines clear and to prevent waste and damage caused by leaks and drips.
- Lime is calcium oxide. Lime deposit scale accumulates in water heaters causing the water temperature to lower, the heating cycle to extend, the noise to increase in the unit, and the unit's life to shorten. Lime deposit scale accumulates in plumbing and other equipment that uses water and must be cleaned periodically.
- Kitchen equipment is subject to heavy buildup of grease, dust, and food splatters. For sanitation, fire safety, and maintenance purposes, kitchens must be thoroughly cleaned and maintained daily.
- All rooms in hospitality businesses should be treated for insects frequently or as needed in order to provide an insect-free environment.
- Mildew is a coating formed by fungi and can be a problem around moisture. These areas should be treated regularly with mildew-resisting chemicals.
- Guest rooms should be completely remodeled after about seven years. Public areas should be remodeled after about five or six years.
- Swimming pool conditions change constantly, which makes it important for them to be checked once or twice daily for cleanliness, chlorine and pH levels, and condition of safety features.
- Too much chlorine in swimming pool water will burn swimmers' eyes. Too little chlorine will allow algae and bacteria to grow.
- If the pH level of swimming pool water is above 7, the water is too alkaline and chlorine is prevented from working. Too much alkaline causes the water to be cloudy. If the pH level is below 7, the water is too acid, which can cause corrosion to pipes and the pool.

Words to Know

acid
algae
alkaline
bitumen
chlorine
fertilization schedule
fertilizer
Freon
grease traps
groundskeeper
heating elements
horticulture
hot tubs
landscaper

lime
mildew
pesticides
pH level
plumber's snake
pool brush
pool skimmers
preventive maintenance
saunas
skimmer baskets
spa
superchlorine
weight rooms
whirlpool baths

Questions for Review

- The engineering/maintenance staff is responsible for maintaining the upkeep of tools, equipment, and the maintenance shop.

1. Why is appearance and upkeep of a business' facility and equipment important?
2. Why do many hospitality businesses perform preventive maintenance on their equipment and facilities?
3. What are some problems managers and engineering/maintenance workers look for when inspecting facilities or equipment for problems?
4. Briefly, what procedures do engineering/maintenance workers perform to maintain the physical facility and equipment?
5. What effect does lime and dust have on equipment?
6. What procedures do engineering/maintenance workers perform to maintain swimming pools, whirlpool baths, saunas, and weight equipment?
7. Why is it important to clean and test the chemical balance (pH and chlorine levels) of swimming pools? How does acid, alkaline, and chlorine affect water?
8. What procedures do engineering/maintenance workers perform to maintain the grounds?
9. What procedures do engineering/maintenance workers perform to maintain their maintenance and repair equipment?
10. What is the daily routine that engineering/maintenance employees follow in their work at hospitality businesses? What are their responsibilities when making repairs?

7

Purchasing Equipment and Supplies

ESSENTIAL ELEMENT

- Identify procedures for purchasing equipment and supplies.(v2B)

OBJECTIVES TO ACHIEVE

- Describe the process of purchasing supplies, equipment, food, and beverages related to hospitality services operations.
- Explain the procedures for receiving, inspecting, and storing supplies and equipment.
- Summarize the importance of and process for storeroom control.

Purchasing is the process used by a business to select and buy products or services for use or for resale to customers. In a hospitality business, a *buyer, steward, or purchasing agent* is the person who completes the purchasing tasks for the business. Depending on the size and other aspects of the business, the purchasing agent may be the owner, a manager, or a person who has been given the full-time or part-time responsibility of purchasing supplies, services, and equipment for the business.

The buying of the products or services is only one part of the purchasing process. The process also involves product selection; determining inventory levels; competitive bidding; working with purveyors; receiving, inspecting, and storage procedures; and storeroom control procedures. Purchasing decisions actually begin when the business' functions, services, and/or menus are originally planned. Decisions made from that time forward affect all aspects of purchasing.

PURCHASING PROCEDURES

When a hospitality business is opened, remodeled, or changing its menu, the owner and manager decide the type of products, services, and atmosphere the business will present to customers. These decisions help owners and managers choose equipment, furnishings, decorations, location, building design, utensils, menu style, and menu items. Future purchasing decisions are based on the menu, supply, and equipment specifications developed during the original decision-making process.

Product Selection

Specifications, often referred to as **specs**, are detailed descriptions and requirements of items used by the business. Description of a product includes the type, size, weight, grade, yield, packaging, and any other characteristics that distinguish it from other similar products. **Grade** is a degree or rating based on a product's level of quality. The grade may characterize the level of quality of a product's size, maturity, color, shape, or interior structure.

Specs are used in purchasing. They help the buyer select the products that will produce the results the business seeks. For example, a restaurant that offers an unusual food item must have specifications for the item. Specifications for a substitute item are also necessary. Specs help control quality and costs of products.

Examples of specifications include the following:

- U.S. Grade A large fresh eggs at a cost limit of eighty-nine cents per dozen to be delivered with 360 eggs per case. Deliveries must arrive three times each week before 10:00 a.m.
- A 27"x 50" finished size white 100 percent cotton woven terry bath towel with company name woven into the towel using green 100 percent cotton warp yarns during the manufacturing.

Businesses develop specs for almost every product or service purchased when it is important that the product be a specific kind or serve a specific purpose. The buyer uses these specs in purchasing. Specs also help control quality standards and help purveyors know exactly what is wanted and what is unacceptable to the business. Specs also assist purveyors when bidding on prices for supplying items to the business.

Determining Inventory Levels

Stock is defined as the supply of items accumulated for future use. **Inventory** has three related meanings: 1) the items in stock for use by a business; 2) the process of listing and surveying the items in stock; and 3) the quantity of items in stock.

After specifications have been prepared for each product, management or the buyer determines each day's best inventory level for each product. This level is sometimes called **optimal inventory level**. Having an excess or a shortage of any product is undesirable. Therefore, the buyer must estimate how much of each product is used during a period of time. The buyer considers the product's durability when deciding how much and how often to order.

To determine optimal inventory levels, management decides the par stock level. The **par stock level** is the maximum amount of stock that should be available after the most recent order has been delivered. To determine par stock, quantities of the item, anticipated consumption, and the size of purchase units should be considered. When ordering, the manager or buyer should order the number of cases needed to reach par stock plus the number of additional cases that will be used between the order date and delivery.

Sometimes a business may need more stock than the par stock level. Special scheduled events such as banquets require extra stock. Buyers add the amount of extra items needed to the par stock level and order the items prior to the banquet.

Based on the business' budget, buyers have a certain amount of money allotted for various items and departments. In many businesses, the general manager supervises all buying decisions. When overseeing buying decisions, the general manager makes sure departments do not spend too much or too little.

Competitive Bidding

A buyer purchases directly from purveyors on a competitive bidding basis using specification sheets. *Competitive bidding* is the acquiring of bids from more than one purveyor for the purpose of comparing prices of and other factors related to an item to be purchased. Competitive bidding helps the buyer find the best possible price for similar quality products.

Buyers use the specifications in the bidding process to inform purveyors of their needs and requirements. Purveyors submit bids in an attempt to receive the order from the buyer. Buyers compare submitted bid prices, compare the services the purveyors offer, and select a purveyor to supply the product. Once a purveyor is selected, the buyer and purveyor negotiate prices, delivery schedules, and other services.

Perishable items are fresh food items that can spoil easily. These items include meat, vegetables, and eggs. Prices for perishables vary daily; therefore, buyers must contact their purveyors frequently to obtain current prices before ordering.

Nonperishable items are food items and supplies that will not spoil as easily as perishables. Nonperishable items have a longer shelf life than perishable items; therefore, orders for nonperishables are made less frequently than orders for perishable items. Suppliers of nonperishable items often supply buyers with price lists that help them compare prices and buying factors to help them decide which purveyor to order from. The decision usually is based on item price; however, delivery schedules and other factors also may affect the buyer's decision.



Supply and demand is an economic factor that causes prices to vary frequently. If the supply of products on the market exceeds the demand for those products, then prices will drop until the supply is sold. If the demand for a product is greater than the supply, then prices will increase until the demand diminishes. Prices also are affected by other factors, such as weather conditions, agricultural conditions, politics, technology, and laws.

Purveyors have many names, such as suppliers. Other names for purveyors vary depending on the merchandise being sold. Food, nonfood, and nonalcoholic beverage items are sold and distributed to companies by merchant wholesalers, brokers, manufacturers' representatives, or manufacturers' agents. Beer, wine, and distilled spirits (liquor) are sold and distributed by distributors. *Distributors* are agents or businesses that distribute goods to consumers or dealers.

Working with Purveyors

Furniture, fixtures, and equipment are sold and distributed by dealers, designers, architects, construction contractors, and leasing companies. Printing and other services are usually supplied by small local businesses or businesses that are part of national franchisees or service firms.

Most purchases must be obtained with purchase orders. *Purchase orders* are order forms used to buy supplies or equipment from a purveyor for business use. Consumable food and beverage items usually are purchased directly by chefs or beverage managers almost daily from purveyors either by telephone or in person. These purchases are expected by management. Any other durable or disposable good that is not a food or beverage item usually is requested by a department and a purchase order is sent to the buyer and then to the purveyor.

Businesses cannot simply reorder stock when they run out of a product. This practice would damage the business' customer service because the business

would not be able to provide the items the customer wants. This practice would also hurt the business' reputation and success.

A safety stock amount and reorder point must be determined. The *safety stock amount* is the amount of stock the business needs to last the business from the time an order is made until the time the order is delivered. The *reorder point* is the number of units an item should decrease to before being ordered again. An item's usage pattern can indicate how much of the item is used per day. Multiplying this amount by the number of days it takes an order to be delivered will give the safety stock amount and the reorder point. This method will work if deliveries are dependable.

Several chain or franchise hospitality operations have central purchasing offices and warehouses. *Central purchasing offices* are the central headquarters where large quantities of items are stored for use by chain or franchise units. Executives are assigned to purchase products and services for all the hotels or food operations in the chain or franchise. Lists of items needed by individual hotel or restaurant units are sent to the central purchasing office, which compiles a total amount needed by all units in the organization. The executive purchases the total number of items for the chain or franchise. The items are then divided and distributed to fill the needs of all the units. Items may be delivered by the dealer or by centralized delivery from the office.

Many hotel or food operation units are required to buy most of their supplies from their company's central purchasing office. Most units buy the bulk of their supplies from the office because they usually can get supplies for lower prices. The central purchasing office can buy items of the desired quality in greater volumes, which results in better prices. The central purchasing office also has a larger choice of markets from which to buy supplies. These markets offer opportunities for comparative shopping and competitive bidding.

The key to good purchasing is volume discounts. *Volume discounts* are discounts given to businesses for buying large quantities of items. The more items that are bought, the less each item costs. Since all the purchasing for an entire chain is done at a central purchasing office, the office can buy large volumes of products at lower prices. The central purchasing office also is able to establish national accounts with companies such as soft drink companies and linen companies.

Occasionally, a hotel or food operation manager meets a purveyor who offers a lower price for an item than the central purchasing office. When this happens, the general manager can arrange for the central purchasing office to buy from the local purveyor and offer the item at the better price. The corporation saves money on the item, and the purveyor secures a national account.

Items from the central purchasing office are ordered with purchase orders. The central purchasing office responds to orders by returning a purchase order to the hotel or food operation confirming that the order has been placed. The purchase order also gives the hotel an expected receiving date. The order arrives with an *invoice*, which is a billing statement. The purchase orders and invoices are then compared. Once the order has been received and checked for accuracy, the invoice is paid.

RECEIVING, INSPECTION, AND STORAGE PROCEDURES

When a purveyor delivers an order, the buyer compares the invoice, the goods ordered, and the purchase order before signing the invoice or allowing the purveyor to leave. This process is known as *receiving*. The buyer checks the quantity, price, weight, and quality of the goods to make sure they match the

information stated on the purchase order and invoice. Sometimes purveyors place the good quality items on top and the poorer quality items below. Buyers who perform their jobs properly always check below the top layers to be sure the quality and amount of items below are as desired and ordered.



Before signing the invoice and delivery papers, the buyer is responsible for the following:

- checking the items below the top level to make sure all are of good quality and not damaged
- weighing the product to be sure that the weight on the invoice is the actual weight of the items
- checking the amount of items, prices, and extended prices to make sure the invoice is correct (The *extended price* is the number of an item ordered multiplied by the price per item.)
- checking invoices again before signing them

It is important that items paid for are received. Errors do occur, which is why inspections of all deliveries are important.

Buying and receiving should take place in one area by one person. The person should sign freight slips (packing slips) and invoices. **Freight** is a term used to describe goods that are transported by land, air, or water. One person should do the signing so that items are not delivered all over the business and are not being signed for by unauthorized employees. A policy like this provides an element of control. If anyone in a hotel signs for something and does not perform the necessary checking, then the hotel must keep the goods even if they are broken or are not what the hotel ordered. Returning items after signing for them is a difficult task; it is easier to refuse an incorrect order.

The person in charge of receiving keeps all purchase orders available to use to check when freight slips or invoices arrive with purchase order numbers on them. The purchase order number on the invoice allows the invoice and purchase order to be compared. The prices quoted and listed on the purchase order should be compared to the prices listed on the invoice.

When purchased merchandise arrives damaged, the freight company may be responsible or the sender may be responsible. If the person responsible for receiving the merchandise signs the invoice without inspecting it for damage, that person relieves the freight company and the supplier of any responsibility for the damage. The **freight company** is the company that transports goods either by land, water, or air. The buyer usually makes a list of damaged or missing items on a request for credit memorandum before signing anything. The **request for credit memorandum** is a memo used to alert purveyors and the business' accounting office to credit the account for the items not accepted and deduct the cost of those items from the invoice. The memo is then sent with the unacceptable merchandise back to the purveyor. A copy of the memo should also be sent to the business' accounting department.

The purveyor and the freight company determine who is responsible for the damage. The company responsible reimburses the other company. With this system, the hospitality business is not involved with the problem.

STOREROOM CONTROL PROCEDURES

Hospitality businesses have storerooms or central areas where each department's supplies are kept. For example, large hotels may have three or four restaurants and kitchens served by one central storeroom. Other storerooms are used by hospitality businesses for keeping and storing office supplies, housekeeping supplies, engineering/maintenance supplies, banquet supplies, and supplies for other departments.

Requisition sheets are submitted to the central storeroom daily for supplies employees need to accomplish their work. For example, requisition sheets are submitted by chefs and cooks to the central storeroom. The initial preparation and work of measuring ingredients, coring lettuce, and trimming meats is performed by the storeroom staff so the food items will be ready to be cooked. One person in the storeroom may be a highly trained individual who cuts and trims meats. This person creates consistency and quality among all the restaurants. Having a central storeroom enhances consistency and quality. Any goods that come from the central storeroom are already on a stock order form for the buyer. Orders from restaurants list the items needed and the individual needing the items.

Storeroom control is the process of controlling stock and its use in order to control costs, prevent waste, prevent inadequate stock rotation, and deter theft. Storeroom control is important to food operations for several reasons. Storeroom control helps do the following:

- force chefs or other employees to use proportions of foods and other supplies and to be specific in terms of quantities they need
- control food waste
- control food costs
- prevent cooks from using too much ingredients by having premeasured ingredients
- control use of old and new items to maintain freshness
- prevent employee theft
- keep an account of supplies

Stock rotation means using the oldest products before using new products. Rotating stock prevents food and supplies from spoiling and aging. Sometimes purveyors rotate the food operation's stock as part of their service.



Points to Remember

- Purchasing involves the selection and buying of products or services for a business' use either in its operation or for resale to customers. The act of purchasing is performed by either a buyer, steward, or purchasing agent representing the business.
- The purchasing procedure includes:
 - determining the type of product needed
 - selecting the product from a choice of several similar items
 - developing product specifications for use in buying and working with purveyors
 - determining optimal inventory levels
 - competitive bidding
 - purchasing the product
 - working with purveyors
 - receiving, inspection, and storeroom control
- Specifications, or specs, are detailed descriptions and requirements of an item used by the business to meet a particular need. The descriptions include the type of product, its size and weight, grade, yield, packaging, and any other characteristics that would distinguish it from other products.
- Businesses develop specs for almost every product or service bought when it is important that the product be a specific kind or serve a specific purpose.
- Optimal inventory level is each day's best inventory level for each product. The business does not want to have too much or too little of one product.
- The par stock level is the amount of stock that should be kept from one delivery date to the next so that a continuing supply of the item is kept.
- Buyers use the specification sheets when buying directly from many purveyors and when asking for competitive bids from purveyors on specific products. The buyer is looking for the best possible price for the acceptable quality product.
- Perishable items are purchased frequently to maintain quality and freshness. Nonperishable items are purchased less frequently than perishable items because they have a longer shelf life.
- Supply and demand is an economic factor that causes prices to vary frequently. If the supply of products on the market exceeds the demand for those products, then prices will drop until the supply is sold. If the demand for a product is greater than the supply, then prices will increase until the demand diminishes. Prices also are affected by other factors, such as weather conditions, agricultural conditions, politics, technology, and laws.
- Safety stock amount is the amount of stock the business needs to operate from the time an order is made until the time the order is delivered.
- The reorder point is the amount an item should decrease to before being reordered.
- Central purchasing offices serve chain or franchise hospitality businesses. The central purchasing office does the purchasing for all the hospitality businesses in the company. This central purchasing allows individual businesses to obtain needed items at lower prices due to the volume discounts the central purchasing office can receive.
- Volume discounts are discounts given for buying large amounts of an item. The larger amount of items bought, the less expensive each item costs.

Words to Know

Questions for Review

Manufacturers or distributors offer businesses volume discounts to encourage the business to make larger buys.

- When a purveyor delivers an order, the buyer compares the invoice, the goods ordered, and the purchase order immediately before signing the invoice or allowing the purveyor to leave. The buyer checks the quantity, price, price extensions, weight, and quality of the goods to make sure they match the information stated on the purchase order and invoice. Request for credit memorandums are used to obtain credit for damaged, missing, or unsuitable items returned to the purveyor.
- When freight is damaged, the freight company or the purveyor's company may be responsible. If the person responsible for receiving freight packages signs an invoice without inspecting the items for damage, that person relieves the freight company and purveyor of any responsibility for damage. It is difficult to get credit for damaged merchandise discovered after the deliverer leaves.
- Advantages for having staffed storerooms or central areas are the following:
 - consistency and quality among all products sold in all food operation units
 - costs are controlled by portion control, elimination of waste, stock rotation, and reduced chances of theft

buyer
central purchasing offices
competitive bidding
distributors
extended price
freight
freight company
grade
inventory
invoice
nonperishable items
optimal inventory level
par stock level
perishable items
purchase orders

purchasing
purchasing agent
receiving
reorder point
request for credit memorandum
safety stock amount
specifications
specs
steward
stock
stock rotation
storeroom control
supply and demand
volume discounts

1. What is purchasing? What procedures are involved in purchasing?
2. What are specifications? What information do specifications give to purveyors and buyers? Why are specifications used in purchasing?
3. What is the difference between optimal inventory level, par stock level, and safety stock amount?
4. What is the difference between perishable and nonperishable items? Why are nonperishable items purchased less frequently than perishable items?
5. What is supply and demand? What is an example of a product whose sales and prices may have been affected by supply and demand?
6. What is the reorder point?
7. How can purchasing items from a central purchasing office save a hotel money?



8. What should a buyer do when merchandise is delivered?
9. When should a buyer try to get credit for damaged merchandise received from a purveyor? Why?
10. What are the purposes of having a staffed storeroom or central area for food operations?

8 Security

ESSENTIAL ELEMENT

- Describe property security procedures.(v2C)

OBJECTIVES TO ACHIEVE

- Outline procedures for maintaining guest security.
- Review procedures for maintaining staff security.
- Identify procedures for prevention of monetary loss.
- Explain procedures for maintaining security of hospitality property.

Crimes that occur at hospitality businesses create financial loss and invasion of security. These crimes also can injure a business' reputation. Measures enforced by security do not totally eliminate crime. However, they will help prevent businesses from becoming easy targets. **Security** is protection or defense against crime or destructive behavior.

Large hotel operations have security departments that are part of their operational staff. In addition, other employees are instructed to watch for suspicious activities or people. A **security officer** is a person hired to conduct protection and preventive measures for an organization. Security officers hired by hotel operations usually are retired police officers or police officers who work in security positions as second jobs. Some hotel operations contract security work to outside private security service firms.

Smaller establishments do not have separate departments to handle security needs. Security responsibilities are part of each employee's duties. Management has the ultimate responsibility for security.

While working at the property, employees should be aware of their surroundings and alert to everything going on around them. Any suspicious activity or person on the premises should be reported to a supervisor or manager who may report the activity or person to the general manager, security department, or local police. All employees should make a combined effort to protect guests, fellow employees, and the business' property and assets.

Employees should be aware of people who act strangely. Employees should offer these people assistance. If the person exhibits strange or suspicious behavior, an employee should realize that security may be at risk and help may be needed. Such suspicious behaviors include the following:

- appearing lost
- immediately changing directions when noticed
- trying to gain access to a room without a key
- driving or walking around the property many times
- sitting in a parked car for a long time
- parking a car away from the property and walking to the property
- inquiring about a certain room's status or occupant
- loitering (walking or moving slowly)
- peering through windows or doors to watch areas where money changes hands

Employees should try to assist the person; however, they should never release information about rooms, guests, or other employees. Instead, employees should refer the person to the hotel front desk or a manager. Front desk clerks and managers know how to control such situations and give as little information as possible.

When a suspicious person acts oddly or does not respond to an employee's inquiries, then the incident should be reported immediately to a manager or to security. The manager or security officer will need to know the person's actions, appearance, last location, and car's license plate number. This information will help authorities find the person.

During and after a manager is alerted about a suspicious person, the employee should inconspicuously continue observing the person until the manager or security officer has investigated the situation. Unless an emergency occurs, a manager or security officer, instead of an employee, should call the police department.

PROCEDURES FOR MAINTAINING GUEST SECURITY

Guests at hospitality services businesses expect their stay to be safe. Because a customer's stay at a food and beverage operation lasts a short time, a guest's security is less threatened than that of a guest who stays overnight at a lodging operation. Consequently, more security procedures are needed in lodging operations. However, many of the same concepts applied to security at lodging operations can be applied to food and beverage operations. In all hospitality services businesses, security of guests and their property is very important.

Guest Room Security

A vital concern of lodging operations is to provide safe rooms for guests. A major part of guest room security is key control. A hotel's **key control** is its control and knowledge of where all room keys are located. It is important that room keys remain in the hands of registered guests and no one else. If many keys were available for each guest room, a dishonest person might easily obtain a key. If this happens, the hotel loses its control on security.

Hotels have a specific number of keys per room. No more keys should be made for any room until the lock cylinder is changed. The **lock cylinder** is the part of the lock in which the key fits. When the key is turned in the cylinder, the lock is activated to lock or unlock. In most hotels, cylinders are changed on a schedule. Hotels keep records of cylinder rotation. If an assault or theft occurs in a room, law enforcement personnel and lawyers can be provided information about the lock. This information can indicate to them when lock cylinders were

changed. The information might also indicate who might have had access to the keys to the room.

New lock systems are now being used in some hotels. These systems include completely programmable locks that use key cards instead of keys and lock cylinders. Instead of changing lock cylinders as needed, hotels simply reprogram the same lock. Old key cards do not open reprogrammed locks. This new method is less expensive and more easily performed than changing lock cylinders and making new keys.

Guest room doors often are equipped with more than one type of lock to keep out intruders. Information concerning security is usually posted in the rooms for guests to read. Hotels encourage guests to read the information and use all the locks when they are in their rooms.

Most guest room doors have peepholes or are next to windows. **Peepholes** are devices installed in doors to allow a person occupying a room to see a person on the other side of the door. Guests should be encouraged to look through the peepholes or windows before admitting anyone into their rooms.

When someone asks a front desk clerk for a key to a room, the clerk should first check to see who is registered to the room. Then, the clerk should ask the person for identification to determine if he or she is the registered guest of the room. Only the registered guest should be given an additional key to the room. No other keys should be issued. After giving a guest an additional key, the front desk clerk should make a note in the front desk log to indicate that a key for the room has been lost or stolen and that the lock may need to be changed.

If any problems occur while a guest is occupying a room, management or security officers will investigate the situation and contact the police if necessary. If a forced entry has been attempted or has occurred, the guest will be moved to another room and the previous room will not be occupied. The lock should be changed immediately.

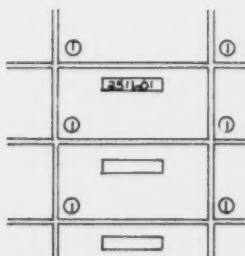
Front desk personnel should not give guests' room numbers to people inquiring the information. The front desk clerk could call the guest and ask if the person can have the information. Or, the front desk clerk could dial the phone number and allow the person to speak to the guest. The guest can decide whether or not to give the information to the person.

Room attendants should not admit any person into a guest room who does not have the key. Instead, room attendants should direct a person wanting to enter a room to the front desk for assistance. Front desk clerks should verify the person as a registered guest by checking identification. Only then can they issue a key for room admittance. If the person is not registered, he or she cannot receive a key.

Guest Property Security

Guests of lodging operations leave many belongings in hotel rooms while they are inside or outside the room. These belongings may include important documents, expensive jewelry, or money. Guests depend on the hotel to protect their belongings. A hotel's security measures and security history are part of its reputation. Therefore, hotels try to maintain secure environments for guests and their belongings.

Hotels are not responsible for lost valuables. However, hotels usually provide safe-deposit boxes for guests' valuables. **Safe-deposit boxes** are boxes kept within a vault that are designed for storing jewelry and other valuables. A **vault** is a secure room for keeping valuables and money. Guests are encouraged to use



these safe-deposit boxes to protect valuable documents or items. Two keys are required for these boxes. One key is issued to the guest and one is kept in the front desk area. This procedure makes it impossible for the front desk clerk to get the valuables without the guest's safe-deposit box key. Hotel employees have various ways of retrieving a safe-deposit box. Some hotels may instruct their employees to open the vault in the guest's presence and allow the guest to remove the safe-deposit box from the vault. Other hotels may have a window through which an employee may give the safe-deposit box to the guest.

A few hotels have begun to install personal safes in guest rooms for guests to lock their valuables in. These safes are usually equipped with four or five digit codes that lock and unlock the safes. These safes offer personal security for guests' valuables.

Some hospitality businesses screen potential employees prior to their employment so that managers can hire honest, trustworthy employees. This process also eliminates the possibility of employee problems and employee theft. Many lodging operations and food and beverage operations also have lost and found policies that tend to discourage employee theft and encourage employees to report items that are found. Such policies may allow for an item to be returned to the employee who found it if the item has not been claimed during a certain amount of time.

When employees find guests' items, they may be instructed to place the items in a bag. The employee may also be instructed to label the bag with the room number, the employee's name, the date, and the time the items were found. The bag should be given to the executive housekeeper or security officer, depending on the hotel's policy. The executive housekeeper or security officer should report the found items on the daily log.

At food and beverage operations, lost and found items usually are kept in the manager's office. In most cases, the guest will call and inquire about leaving an item or will return for an item soon after leaving it.

When a guest calls to report a lost item at a lodging operation, the security officer or executive housekeeper should obtain a description of the item, the checkin and checkout date, and the guest's address and telephone number. The security officer or housekeeper should check the lost and found log and the lost and found items. If found, the item should be returned to the guest C.O.D.(cash on delivery) or kept at the hotel if the guest plans to visit in the near future. If the item is not found, the guest should be notified.

If a guest believes an item has been stolen from his or her room, management investigates the matter. If management concludes that an item has been stolen, then the manager may reimburse the guest up to the limitation of liability. The *limitation of liability* limits the amount of money or compensation a guest may receive from a hotel for loss of property. Many states have laws that protect hotels by limiting liability. Most of these states must follow guidelines in order to be protected. They must post notices explaining the limitations of liability. They also must provide a safe and post notices about the safe's presence. If these provisions are taken, the hotel will not be liable if a guest does not deposit his or her valuables into the safe. Other states may not protect hotels with a limitation of liability. These states are responsible for loss of property under common law. Common law states that the hotel must pay the full value of the lost property unless the guest was negligent, the property was lost as a result of a natural cause, or the property was lost as a result of a social, health, or economic condition that affects the public.

Food and beverage operations are not responsible for guest's property unless they accept responsibility. These operations may accept responsibility by

accepting items through a check system to keep coats, briefcases, and other similar items. Also, if an operation does not have a check system, it could be held responsible because it does not provide any protection for a guest's property. Usually, the larger and the higher class the operation, the greater the food operation's potential liability for property loss.

PROCEDURES FOR MAINTAINING STAFF SECURITY

Security is not only important for a guest's protection, but also for employee protection. Employees have the right to work in a safe and secure environment.

Lodging and food and beverage operations employees should be given lockers or another secure place to keep their personal belongings while they work. Employees should be responsible for providing their own locks. Employees who do not keep their lockers locked risk theft.

If people call or come by asking for an employee, the person answering the calls often should not give any information concerning the employee. Information about the employee's work schedule or work location should not be given. This practice is for the employee's protection against unwanted callers. It also keeps the employee's thoughts focused on his or her duties.

Messages should be taken from callers and given to employees to handle on their own time. If the call is related to an emergency, a message should be taken and immediately given to the employee.

If law enforcement authorities request to see an employee, the front desk employee or the host/hostess should check their identification cards. The front desk clerk may then contact the employee and cooperate with the authorities who may be bringing a subpoena or an arrest warrant to the employee. A *subpoena* is a written legal order requesting a person to appear in court. An *arrest warrant* is a written authorization for a law enforcement authority to make an arrest.

PROCEDURES FOR PREVENTION OF MONETARY LOSS



Hospitality services businesses may suffer monetary loss from many sources. To protect a business from financial loss, management should use good control measures and observe all employees and guests. Even small losses from miscalculations, broken property, or inaccurate orders can add up and cost the company thousands of dollars. Some financial losses include the following:

- theft
- employee kickbacks from purveyors
- *overcharges* (charges to customers that are higher than they should be) or *undercharges* (charges to customers that are lower than they should be)
- inaccurate timecards
- *ticket walkers* (people who leave the business without paying for the services or goods they used)
- hot checks and credit cards

Precheck machines used in food and beverage operations should provide records that will alert a manager to losses occurring in orders and transactions. Managers also are able to determine the type of loss that is occurring, how often it is occurring, and who may be responsible for it. Managers who frequently inventory supplies can determine waste in preparation and theft of food or liquor.

To avoid other types of financial loss, many businesses restrict employees from the following:

- taking home leftover food

- using any business keys
- having access to other employees' timecards or paychecks
- correcting guest tickets
- bringing own liquor to the bar to sell

Employees should ask for two forms of identification from customers who pay with a check. One form should be a driver's license with a photograph. A credit card is usually the other form of identification needed. Employees should make sure the signature, address, and name match and that the amount written on the check is correct. *Hot lists* are lists provided to businesses with information about hot check writers, stolen checks, or bad credit card numbers. Employees should check the lists for the customer's name or account number. If the name or account number is on the hot list, then the employee should call a manager.

At food and beverage operations, managers lock all doors at closing time even though guests may still be inside eating. Managers keep the doors locked so that no one can enter the restaurant. After the food operation closes and guests leave, employees count and record the money in an area away from all windows and doors. The drawers of cash registers should be left open and empty to protect the register from damage if a burglary occurs. Daily deposits should be made.

When going to the bank to make deposits, a manager should observe the surroundings as he or she walks to and from the car. At the bank, the manager should be sure he or she is safe. Often, managers have other employees escort them to the bank. Allowing more than one person to make the deposit discourages potential thieves from approaching. Both employees can observe the surroundings and witness bank personnel verifying the deposit.

Many hotels have more than one cash register. Some hotels may have cash registers located at the restaurant, bar, gift shop, and front desk. In these hotels, security personnel monitor the issuing and receiving of money between cashiers and supervisors. Cashiers and supervisors are responsible for the money in their cash registers. Sales and cashier accuracy is logged daily and checked periodically by security.

Procedures for controlling the transfer of cash among cashiers vary depending on many variables. Each business or chain must develop a procedure that will be effective and efficient for the circumstances. In some businesses, security personnel may escort cashiers to and from their cash registers. Security personnel also may monitor activity in and around the hotel's safe. Managers and supervisors usually are responsible for the money that is deposited into and taken out of the safe. All these transactions should be carefully documented and checked by security personnel. In some businesses, automatic cash controller machines are used to give change or accept deposits. The manager usually conducts deposits and exchanges.

The hotel's accounting department and security department usually control policies and procedures for monetary security. The department performs daily or weekly audits on tickets, charges, cash receipts, vouchers, cash register tapes, and money. Owners may arrange random independent audits to locate monetary loss and problems in accounting services.

PROCEDURES FOR MAINTAINING SECURITY OF PROPERTY

Hospitality operations can protect their property by taking the following precautions:

- Do not leave money on the premises during the night. Food and beverage operations should follow this precaution since most usually close at night. Hotels that are open throughout the night usually keep a limited amount of



- cash on hand.
- Leave cash register drawers open and empty when the business is closed so burglars will not damage them.
- Engrave names or numbers on furniture and equipment for identification and recovery if stolen.
- Use **burglar alarm systems** (systems that produce loud noises when windows or doors of a building are tampered with) and **deadbolt locks** (locks for doors with square-headed bolts that can only be moved by the key). Also lock windows.
- Leave some lights on inside the building after closing.

Hospitality employees should report all property damage and unsafe or insecure conditions they discover. In addition to reporting damaged facilities, furnishings, equipment, and fixtures, employees also should look for conditions that might pose security problems. Examples include the following:

- damaged windows and doors that might indicate attempted or forced entry
- cloudy or missing peepholes in guest room doors
- shrubs that need to be pruned or moved away from walkways (Shrubs can provide a hiding place for unwanted intruders. When too close to a walkway, shrubs can cause a person to fall.)
- inadequate lighting in parking lots, walkways, stairways, and public areas and inadequate lighting outside guest rooms

These conditions should be routinely observed. Any unusual condition should be reported to the supervisor and general manager immediately. Damaged property should be repaired immediately to avoid injuries.

Many employees use keys while performing their tasks each day. The keys are usually kept by managers or security personnel. Employees often are required to sign for keys and return them when they are finished with them. No business keys should leave the property, except the keys used to lock and unlock the buildings. These keys should be kept by managers or security personnel. If keys are lost, management will investigate to find them.

In hospitality services businesses, beverage and storage areas should be locked to control loss of supplies. Keys to beverage storage areas should be given only to those employees who absolutely need them. Locks that require two keys may be helpful to deter theft. Also, time locks may be used to record on paper the time the storage area is locked and unlocked. This time lock can identify times when the area has been unlocked at odd hours by unauthorized personnel. Other types of locks can be used and should be changed occasionally. It is important to change locks when personnel changes are made involving people who have had access to the storage area.

Some hotels monitor building exteriors, parking lots, walkways, entrances, cash registers, front desk areas, employee entrances, and kitchen back doors with surveillance cameras. While these monitors can be watched continually, they also record all activity on videotape. The tapes can be viewed to help identify suspects, document events, and determine how security measures have been broken.

Hotels also should restrict the number of entrances and exits available. (Other exits may be reserved for emergency use only.) Limited entrances make security easier to maintain. One major entrance and exit in the front lobby is easier to control than is twenty or more entrances in one building. Hotels with many entrances should be locked at certain times and only opened by management or security.

Security officers and managers also routinely patrol their business' premises and parking lots at irregular intervals. By patrolling at irregular times, potential criminals cannot estimate patrol schedules. Security officers and managers look

for unusual activity, loiterers, vagrants, and areas that are inadequately lighted. Lighting is important to the security of the property, including guest and employee security. Brightly lighted parking lots help eliminate shadows where criminals can hide.

Security officers may wear uniforms or plainclothes. Some hotels prefer security officers to wear uniforms and badges. Other hotels prefer their security officers to wear plainclothes.

Some hotel managers believe that *uniformed security officers* (officers who wear a uniform that identifies them as security) make guests feel more comfortable and secure, and that guests like having these authoritative figures around. Some managers believe that obvious security figures help deter crime.

Other hotel managers believe the security uniform makes people suspicious. Guests may wonder if the hotel has had a history of crime requiring such an obvious deterrent. These hotels usually have plainclothes security officers. *Plainclothes security officers* are security officers whose clothing does not identify them as security personnel.

The security officer's clothing is believed to affect the person's reaction. When a uniformed security officer approaches a person, the person knows he or she is speaking to a security officer and the person reacts by becoming suspicious and defensive. According to some theories, people often are more likely to cooperate with a plainclothes security officer and are less suspicious because they may not realize at first they are speaking with a security officer. The situation may be less obvious and less embarrassing.

An important characteristic of a good security system is the officers' abilities to respond quickly in an emergency. Security officers may have beepers or walkie-talkies that enable them to communicate with each other. During emergencies quick communication may be the key to preventing loss of property, money, or lives.

Points to Remember

- Crimes that occur at hospitality businesses create financial loss and an invasion of security. They also can injure a business' reputation. Security is a priority in the hospitality business.
- Large hotels have security departments with several security officers. Small hotels and food and beverage operations may not have security departments. However, regardless of size, all hospitality operations must rely on employees to help monitor the premises for security purposes.
- Suspicious activities or persons should be reported to managers and/or the security department. Unusual or suspicious behavior indicates to an employee that security is at risk and that help may be needed.
- Employees should offer a suspicious person assistance. Employees should never give any information to the person, but should direct the person to a manager or front desk clerk.
- Suspicious people should be observed at all times. Employees should note a suspicious person's appearance, actions, location, and car license plate number.
- A hotel's security measures and security history are part of its reputation. Therefore, hotels try to maintain a secure environment for guests and their belongings.
- Key control is important to guest room security. Only registered guests should possess room keys. Lost keys indicate a hotel has lost its control of security.
- Guests should look through peepholes or windows before admitting anyone into their rooms.
- Front desk personnel usually do not give room numbers to people who ask for the information.
- Room attendants should not admit any person who does not have a key into a guest room.
- If a guest claims an item has been lost, the business should obtain a description of the item, when and where it was lost, and the guest's address and telephone number. The business should check the description against items that have been found. Guests should be notified whether or not the items have been found.
- If hotel management concludes that an item has been stolen from a guest's room, the manager may reimburse the guest up to the limitation of liability.
- Employees have the right to work in a safe and secure environment. They should have lockers to protect their belongings and their calls should be screened.
- Monetary control measures help protect a business from financial loss.
- Employees should ask for two forms of identification when customers pay with a check. Employees should verify that the signature, address, and names match and that the amount written on the check is correct. Hot lists give information about hot check writers, stolen checks, and bad credit card numbers. Employees should check the list for the customer's name or account number.

Words to Know

Questions for Review

- All closing procedures should be performed in a manner that does not invite threats to security. Managers should lock all doors and not allow public access into the business. After guests have left, money should be counted and recorded in a place away from all windows and doors. Cash register drawers are left open and empty to protect the register from damage if a burglary does occur. Deposits should be made daily.
- When making deposits, managers should observe their surroundings while going to and from the bank to be sure they are safe. Often, managers have another employee escort them to the bank as an added safety precaution.
- Procedures for controlling the transfer of cash among cashiers vary depending on many variables. Each business or chain must develop a procedure that will be effective and efficient for the circumstances.
- All property damage, unsafe or insecure conditions, and possible security problems should be reported to management.
- Electronic monitoring systems help with security in prime areas such as the front desk, entrances and exits, cash registers, and exterior areas. These systems record continuously on videotape.
- Many businesses have lost and found policies that discourage employee theft and encourage employees to report items that they find. Employees are awarded the items they find if the items are not claimed within a certain period of time.
- Security officers and managers should patrol their business' premises and parking lots at irregular intervals.

arrest warrant
burglar alarm systems
deadbolt locks
hot lists
key control
limitation of liability
lock cylinder
overcharges
peepholes

plainclothes security officers
safe-deposit boxes
security
security officer
subpoena
ticket walkers
undercharges
uniformed security officers
vault

1. Why is security a top priority in the hospitality business?
2. Who is responsible for monitoring the security of a business?
3. What should an employee do when he or she notices a suspicious person or activity? Why are these actions necessary?
4. What responsibilities do hotels have to secure guests and their belongings? What responsibilities do food and beverage operations have?
5. Why is key control important to security?
6. How can guests ensure that they and their property are safe and secure in a hotel? in a food operation? How can employees make sure they and their property are safe and secure in both types of businesses?
7. Should hotel employees give room number information, keys, or employee or guest information to anyone? Why?



8. Why should employees ask for two forms of identification when accepting a customer's personal check for payment?
9. What security measures should be taken at closing time? Why are these measures important?
10. Why is it necessary to report property damage, unsafe or insecure conditions, and any other problems to management? How do employees make these discoveries?

9 Marketing, Public Relations, and Special Promotions

ESSENTIAL ELEMENT

- Discuss strategies for public relations and special promotions.(v2D)

OBJECTIVES TO ACHIEVE

- Describe marketing, public relations, and special promotions.
- Determine the roles of marketing, public relations, and promotions in the hospitality services industry.
- Explain the responsibilities of hospitality services employees related to marketing, public relations, and promotions.
- Analyze how marketing, public relations, and promotional work contribute to business success.

In the past, most hospitality businesses did not recognize a need to prepare marketing plans with promotional and public relations campaign strategies. They just opened their doors, served food, and rented rooms. In recent years, however, more hospitality services businesses have discovered that they need to establish direction for their businesses to aggressively gain customers, stay ahead of competitors, and become profitable. Owners and managers have learned that to survive and grow, they must keep their businesses' names familiar to the public so that when the public needs a hotel, they will choose the one they are familiar with. Marketing, public relations, and special promotions help businesses become favorably familiar to the public.

MARKETING

Hospitality businesses need to establish goals for their businesses through marketing plans in order to attract customers, stay ahead of competitors, and be profitable. In order to devise goals to work toward, research is needed to find out information about the businesses' customers. **Marketing** is a system of business activities designed to plan, price, promote, and distribute products and services to customers. The businesses' managers and owners need to know what kind of customers the businesses attract, what needs customers have, and other information about the customers. This information helps the businesses offer the products and services

customers want most. By offering these products and services, the businesses attract customers. Two important components of marketing include the marketing plan and the action plan.

Marketing plans are operational guides developed through research that are used to help a business sell its services or products. The plans are based on an analysis of the product, the market, and the competitors. The **product** is the goods, services, facilities, staff, and appeal the business will provide. The **market** is the hotel or food operation's potential customers. The **competitors** are the other similar businesses that might be in competition for the same prospective customers. The strategies within a marketing plan help a hospitality business attract customers away from competitors by persuading the customers that all their needs and desires can be better met by its facility.

A marketing plan identifies specific target markets, states specific objectives, and outlines a means for achieving the objectives. If an aggressive marketing plan is not implemented, a business will eventually fail. The marketing plan specifies the direction the business will take and the market or customers it will strive to reach.



Through research and development of the marketing plan, the business owner and managers analyze their product, the market, and the competition. The marketing plan reveals the business' position and its goals for the coming fiscal year. Several factors are included in this analysis, including the following:

- the hospitality business' compatibility to the community where it is located
- the business' currently offered quality and methods of improving quality
- the current customers' needs and wants
- the prospective customers' needs and wants
- the facilities and equipment that are available
- the best method of meeting the customers' needs and wants with available facilities and equipment
- the best method of getting the business' name familiar to present and potential customers
- the status of the economy
- the status of unemployment rates
- the kind and number of industries entering or leaving town
- the availability of local transportation
- the competition
- the expected convention traffic
- new local attractions

When a business is being planned and developed, these factors about its location should be researched, analyzed, and evaluated.

The marketing plan is the all-encompassing umbrella for marketing the hotel or food operation to all potential customer markets. The marketing umbrella is supported by an action plan made up of promotions, public relations activities, advertising, sales calls, and sales blitzes that help the business sell its product, services, and image.

The **action plan** includes the plans for the strategy the business will use to attain its marketing goals defined by the marketing plan. The action plan incorporates promotions, public relations, advertising, sales work, and sales blitzes as part of its overall strategy to propel the business.

Advertising, sales calls, and sales blitzes are part of the action plan. The action plan may include schedules the business will use for preparing promotional activities, advertisements, and press releases. The plan may also include schedules for buying advertising time from television, radio, print, and other media. The marketing plan and budget also may indicate how much money is allowed to be spent on advertising, sales efforts, and promotions.

Advertising is the action of favorably presenting goods or services for sale to the public using paid announcements publicized or broadcasted by the media.

A large percentage of a hotel's business may be traveling sales representatives coming from particular companies and cities. A hotel manager may notice this trend and contact the companies' general managers to arrange appointments for sales calls. A **sales call** is a personal visit by a hotel manager to a company's manager for the purpose of promoting the hotel and explaining the services the hotel has to offer the company's business travelers. The two managers discuss the information and the needs of the company's business travelers. The hotel manager attempts to arrange an agreement in which the company uses the hotel exclusively in return for special corporate rates and services.

Sales blitzes are similar to sales calls. A **sales blitz** occurs when a hotel manager, for example, sets up a booth in a local office building or airport in an area of high traffic and greets business people with refreshments and promotional materials as they pass. In conversations with these people, the hotel manager informs them about how the hotel can assist them or their businesses with many services. The manager might offer information about lodging facilities, meeting places, convention and conference centers, entertainment, and dining. Food operations' managers conduct sales blitzes with food samples and sample menus to encourage people to try their restaurant for lunch or dinner.

Role of Marketing

Information learned throughout the marketing process ultimately defines the policies of a hospitality business. During marketing, managers and owners find out who the customers are, what they need and want, and what it takes to fill their needs and wants. By following the marketing plan thoroughly, the business will be a success. Because a hospitality business must meet these needs, operating policies and all other actions should be directed toward following the marketing plan. Information concerning the customers' wants and needs is used to plan advertising, sales calls, and sales blitzes to promote the business to the customers.

Marketing research gives owners and managers reports on the condition of the market or competition; the economy; and histories of the room business, food business, bar business, convention business, and banquet business. From this information, owners and managers can determine if they have reached past goals and determine the marketing plan for the coming year. The management team also makes sales and revenue projections for the coming year, which helps them develop the annual budget.

Marketing's Contribution to Business Success

In marketing, the customer is considered king. If a business meets the customer's needs and desires profitably, then the business should succeed.

Research required for marketing contributes to business success by allowing businesses to learn of opportunities to offer products and services. For example, suppose a small city has some convention business and is recruiting heavily for more. The city needs the convention business to help boost the local economy and interest outsiders in the city's cultural attractions. However, the city does not have many places to conduct conventions other than rooms, an auditorium, or a coliseum at the local university. The city has many budget and moderately priced hotels to house conventioners, but no high-class, full-service hotel that conventioners might also desire.

A corporation or owner can develop a new business and marketing plan to fill this gap in the market by providing a high-class, full-service hotel with banquet and convention facilities. The hotel also can meet the needs of business and pleasure travelers who want comfort and extra services not offered at other hotels. People who live in the city also may eat and drink at the hotel's restaurant and club. The owner may find out that the city's strong emphasis on attracting outside tourists and conventions would make it economically feasible to offer such a hotel.

Responsibilities of Employees

The marketing plan is developed annually about the same time as the annual operating budget is developed. Managers, owners, in-house marketing departments, or marketing/advertising consulting firms develop marketing plans. The marketing plan is the general manager's guide for operating the business.

Small chain and franchise units often rely on their corporate and franchise headquarters to develop and oversee unified marketing plans for all the units. Individually, the small units would not be as able to compete with larger units without such strong support. The headquarters develops the plans and strategies and instructs the small local units to implement the strategies at local levels. It is the responsibility of managers of small units to add to these efforts by promoting their own units with sales calls around the community.

Independently owned units or "Mom and Pop" businesses have more difficulty in financing marketing efforts of the same scale as their small chain competitors. However, they must do what they can to market their business with their own funds if they are to survive.

Larger hospitality businesses may also receive corporate or owner instruction and direction in marketing efforts; however, they also usually have their own staff responsible for developing documented marketing plans tailored to their needs. These larger hospitality businesses also have large marketing budgets to fund related activities. The combined effort results in extensive marketing emphasis and efforts.

Each year owners and managers reevaluate and review their operations in order to prepare the annual marketing plan and budget for the coming fiscal year. They redefine the product and review the following aspects of the business:

- quality of service
- quality of food
- quality of facility
- freshness of the product and facility
- quality and freshness of the atmosphere
- cleanliness

PUBLIC RELATIONS

Public relations is communication designed to influence opinion and promote a favorable image, goodwill, or prestige for a company, organization, or individual. Public relations is an image builder for the hospitality business as it strives to promote goodwill within the community and in the news media's perception. Public relations employees focus attention on the business' image while the business helps support the community.

Role of Public Relations

Public relations and promotional activities play important roles in marketing a hospitality business. They are used to present the hospitality business and its messages to the community and to potential customers.

Publicity is information about a person, place, or thing that is prepared as a news item to be presented to the public by the media in order to gain public attention or support. Although publicity received from good public relations activities often is free, the activities usually are indirect costs to the business. For example, when a business donates a meal or room for a worthy cause and the cause is publicized in the media for free, actually the business has donated the profit and expenses it would have received from that room or meal if it had been sold.

In its public relations efforts, a hotel or food operation may be on the forefront of breaking news. It could be news about the business' service and charity work or an event taking place at the business. The business may be the site of the president's speech to citizens of the area, or the site of a charity telethon, or the business may be expanding its offerings to reach new markets. All of these occasions would result in publicity by the news media.

Public Relations' Contribution to Business Success

Many hospitality business owners and managers believe public relations and promotion activities are an expense rather than a revenue and image builder. They believe these activities should be avoided. However, other managers believe that if it helps the business' image and goodwill, then the business will ultimately improve. These managers believe the following:

- Having an unoccupied room or food not eaten could be just as costly or more costly than giving some away for a worthy cause.
- People will be impressed by seeing the business' generous actions toward the community.
- Because the people were impressed, people will remember the business and return as customers.
- Because people were impressed, they will refer the business to other potential customers.

Public relations efforts and the resulting publicity will keep the business' name familiar to people in the community. This familiarity will remind the public that the business is interested in the community. Sometimes a business can receive more referrals and goodwill from a small public relations effort in which the business knows exactly how many people were reached than it can from an expensive paid advertisement in which the business has no actual knowledge of how many people were reached.

Frequently, nonprofit organizations or special interest groups seek assistance or donations from businesses to help with a special activity or cause. These requests might involve financially sponsoring a little league baseball team or donating gift certificates for door prizes at conferences. Many businesses agree to provide assistance because it promotes goodwill for the community, a good

public image, and an inexpensive advertisement. Again, the business may receive more advertisement benefit for the cost of the gift than from a media advertisement.

Responsibilities of Employees

Depending on the size of the operation, public relations personnel might perform many duties or be assigned specific duties. A public relations person at a large resort might be a social director who plans entertainment and children's programs. Another person may work with convention groups to plan for publicity and special projects.

Public relations personnel's primary responsibility is to create a favorable image for the business. Public relations personnel in lodging operations usually coordinate holiday or weekend packages, prepare letters that respond to customer complaints, conduct tours of the property, and encourage writers and other media to write about the property. Public relations personnel also write news releases that are sent to the media so that the media may cover the event. People who choose public relations as a career should be creative and possess good writing skills.

In general, all employees of lodging or food and beverage operations are responsible for practicing public relations. They should help create a good public image by focusing on effective customer relations. Employees should be helpful to customers and accurately follow procedures.



SPECIAL PROMOTIONS

Promotions involve the actions of purposefully causing interest to be created in a person, place, or thing to further the growth and acceptance of the item through special activities. These activities usually include the use of paid advertising. For the promotion to be successful, the item being promoted should gain something, such as an increase in sales. Customers or participants also usually gain something, such as savings on a room or meal.

Role of Special Promotions

Promotions and promotional activities are planned by the hospitality business to create prospective customers' interest in using the business. A promotion may

be targeted to a certain type of customer and the services offered may be tailored for that customer's needs and wants. Through promotions, the business may try to interest the customer in its product, urge the customer to spend money on services offered, and encourage the customer to return again.

Like public relations activities, promotional activities may help the company's image. However, usually all promotional activities are planned in advance for the sole purpose of increasing business. Unlike public relations activities, businesses pay for promotional activities.

Feeder cities are main targets that are used to direct sales and promotional efforts to business travelers or travelers wanting to get away for a weekend. **Feeder cities** are cities joined to a hospitality business' city by airways, railways, or highways. Magazines on airlines offer many advertisements and reviews of hotels and food operations located in the cities the airlines serve. These magazines give travelers ideas for choosing lodging, food, and entertainment.

Occasionally, a city's convention bureau, visitor's bureau, business leaders, and hospitality services leaders travel together to a city to conduct a major sales blitz. This group may travel to the state capitol city to meet with leaders of state organizations in an attempt to sell the city and its businesses to be used for conventions or business travel. The group also corresponds with travel agents to make sure current information on the city's tourist attractions, lodging, food, and entertainment is available.

Special Promotions' Contribution to Business Success

Promotions are related to the overall marketing plan. They are planned to occur at various times throughout the year, with advertising dollars and special activities designed to correlate with the promotions. Throughout a promotion, the business expects to earn a good return on its investment in the promotion.

An example of a national promotion occurred when a national hotel chain conducted the world's largest slumber party by hosting slumber parties at each of its hotels. The promotional event was organized to celebrate the chain's twentieth anniversary and to honor a national charitable foundation for terminally ill children. As part of the promotion, the hotel chain set room rates for the night at the rate it charged twenty years before. A percentage of sales benefited the foundation. Special activities for guests also were planned, and some hotels had news coverage of their managers presenting donations to representatives of local foundation chapters.

To inform the public of the special promotion and to encourage travelers to stay at the hotel that night, the chain's headquarters advertised the event in national magazines and on television. Advertisements also stated that "party guests" would receive a receipt indicating the amount of their tax deductible charitable contribution. The promotion benefited a charitable organization and tax-paying customers. However, it also helped to fill every room in each hotel, boosted revenue and image, and put the business' name before the public at the same time. The event helped each hotel's business and image, and the business planned and paid for the event for its own benefit. Therefore, it was a promotional activity, even if it did get free publicity as well. Examples of some hotel or food operations' promotions include the following:

- annual special dinners on holidays such as Thanksgiving, Easter, and Mother's Day
- special weekend packages designed to encourage fans to stay at the hotel when in the city for professional sporting events
- pamphlets informing hotel guests of services available for business travelers with discount or complimentary passes to the lounge or restaurant
- grand openings of new or remodeled businesses

Responsibilities of Employees

Employees responsible for organizing special promotions must complete a detailed planning process. The promotions should be carefully studied and planned so that the appropriate amount of money can be requested and allocated. Once the funding has been completed, the employees must be careful to adhere strictly to the promotions plan.

Employees should follow-up sales calls or blitzes by sending letters, making phone calls, or visiting potential customers. The follow-up should begin immediately and should continue at least six months after a sales call or blitz. Periodic follow-up attempts should be continued after six months. The worst thing a hotel or food operation can do in its marketing plans is to not follow-up sales calls or blitzes.

Follow-up calls or visits are very important to all marketing efforts. A follow-up visit or phone call provides the hotel or food operation with feedback and informs groups that the hospitality business is sincerely interested in obtaining the group's business. Through follow-up calls and visits, the hospitality business can find out information about securing an organization's business in the future. A follow-up may reveal to the hospitality business that the organization needs additional information or services. Feedback enables the hotel or food operation to improve promoting itself and meeting customers' needs and wants. Follow-up calls also communicate to the organization that the hospitality business cares about its potential guests.



Points to Remember

- Marketing is a system of business activities designed to plan, price, promote, and distribute products and services to customers.
- Hospitality businesses need to establish goals through their marketing plans in order to attract customers, stay ahead of competitors, and be profitable.
- Marketing plans are operational guides developed through research and used to help businesses sell or promote their services or products to customers. The plans are based on an analysis of the product, the market, and the competitors.
- The marketing plan is the all-encompassing umbrella for marketing the hotel or food operation to all potential customer markets. The marketing plan is supported by an action plan made up of promotions, public relations, advertising, sales calls, and sales blitzes.
- The marketing plan is developed each year by managers and owners about the same time as the annual operating budget is developed.
- The action plan is the plan for the strategy the business will use to attain the marketing goals defined in the marketing plan.
- Small chain and franchise units often rely on their corporate and franchise headquarters to develop and oversee a unified marketing plan for all their units. Small units also promote their own business with sales calls within the community.
- Larger hospitality businesses have large-scale marketing plans developed on the corporate level. These plans have corporate or owner direction. On the local level, plans are tailored by marketing staffs to meet local needs.
- In marketing, the customer is considered king. If a business satisfies a customer's needs and desires profitably, then the business should succeed.
- Public relations and promotional activities attempt to present the hospitality business and its messages to the targeted markets of potential customers and to the community.
- Public relations is communication designed to influence opinion and promote a favorable image, goodwill, or prestige for a company, organization, or individual.
- Publicity is information about a person, place, or thing that is prepared as a news item to be presented to the public by the media in order to gain public attention or support.
- Promotion is purposefully causing interest to be created in a person, place, or thing to further the growth and acceptance of the item through special activities.
- Promotional activities usually include the use of paid advertising.
- For a promotion to be successful, the item being promoted should gain something. Customers or participants also usually gain something.
- A sales call is a visit by the hotel manager to another company's manager for the purpose of promoting the hotel and explaining what it can offer the company's business travelers. The hotel manager attempts to secure the company's exclusive use of the hotel in return for special corporate rates and services.

Words to Know

Questions for Review

- In a sales blitz a manager occupies a booth in a high-traffic area and greets people with promotional materials about the hotel or food operation. The manager attempts to persuade these people to use the hospitality business to meet their needs.
- Employees should begin making follow-up calls or visits immediately after a sales call or blitz. Periodic follow-ups should be scheduled as well. Follow-up calls and visits provide feedback to the hospitality business and indicate the business' interest in the customer.

action plan
advertising
competitors
feeder cities
market
marketing
marketing plans

product
promotions
publicity
public relations
sales blitz
sales call

1. Why do hospitality businesses need to develop marketing plans? Why are marketing plans important?
2. In marketing, why is the customer considered king?
3. How does the action plan and its components relate to the marketing plan?
4. What is the role and responsibility of public relations in the marketing of a hospitality business?
5. Why is public relations considered image building?
6. What is the role and responsibility of special promotions in the marketing of a hospitality business?
7. What is the difference between public relations and promotions?
8. Why do some hospitality business managers differ in their beliefs on the worth of public relations and promotions activities?
9. How do advertising, sales calls, and sales blitzes help with a hospitality business' marketing efforts? Are these as important as promotions and public relations? Why?
10. Why are follow-up calls or visits important?

10

Legal Considerations of the Hospitality Industry

ESSENTIAL ELEMENT

- Describe legal considerations of the hospitality industry, including guest, property, and employee liability.(v2E)

OBJECTIVES TO ACHIEVE

- Summarize the importance of employees understanding hospitality services industry laws.
- Outline legal duties and laws related to lodging operations.
- Describe the legal duties and laws related to food and beverage operations.
- Explain considerations regarding liability for injuries or damages to guests of hospitality services businesses.
- Describe considerations regarding liability of hospitality services businesses for property of guests.
- Outline considerations regarding liability of hospitality services employees.

Knowledge about the basic laws and legal principles of the hospitality services industry will help employees understand why policies are in place at hotel and food and beverage operations where they work. Most policies are there to help businesses conform to their legal obligations while serving customers and protecting the businesses' interests.

Laws are necessary. They help regulate businesses, society, and people so that all have the opportunity to receive fair and equal treatment and protection. Laws help prevent problems between two parties from getting out of hand and help improve business management.

HOTEL OPERATIONS

Laws affecting the hospitality services industry today evolved and developed from the Middle Ages or Medieval Period in England's history. They are basically the same

today. Due to changes in lifestyles, some minor modifications have been made by related legal decisions.

In the Middle Ages, travelers were subject to great dangers during their journeys. Roads were impassable for loaded wagons, people were exposed to severe weather conditions, people traveled by foot or horseback, and thieves were common. Because roads were usually impassable for loaded wagons, goods were extremely difficult to move and had to be moved by horseback. Travelers had to pack lightly in order to carry their belongings. Therefore, travelers were unable to carry much food. Thieves hid in the forests along the roads and eagerly attacked travelers. Thieves usually attacked at night unless they found someone traveling alone during the day.

Before nightfall, a traveler had to find a house along the road to obtain food, shelter, and protection from danger. At first, the houses where travelers stayed were private family homes whose occupants allowed the traveling strangers to stay the night. Homeowners later designated their homes as **public houses**, businesses for the purpose of receiving traveling guests and providing them with food, shelter, and protection. Public houses eventually became the English inns, establishments or buildings that provided lodging for travelers.

Since their profession evolved to fill a need of the public, the public houses became subject to new laws regulating their business operation. Some **innkeepers**, owners or managers of inns, were not honest and would rob their guests as they slept. Also, innkeepers were selective about who they would admit into their public houses for the night. They would turn away some travelers who had to continue their search for shelter as nightfall approached and the risk of danger increased.

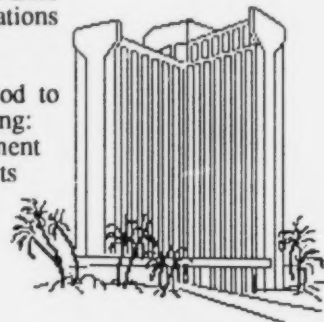
After people complained to the king of England about being mistreated by innkeepers, Parliament passed the first laws regulating public houses. The laws stated that public houses provided a public service and should serve all travelers seeking the service without injustice and in a way that would be of justice to the innkeeper. The laws required innkeepers to admit any traveler who asked to be a guest at a public house or inn. The innkeepers' public duty extended only to travelers.

Although the innkeeper was the owner, any employee of the inn was held liable for violations of the law. It was the innkeeper's duty to provide protection not only from outside thieves and danger, but also from strangers staying at the inn. Most of the time, many travelers slept in the same room. An innkeeper who gave a guest a private room and a key to the room was only responsible for protecting the guest from dangers outside the room. Innkeepers also were responsible for the conduct of their guests.

The laws governing inns were established during the Middle Ages. These laws continued through the years and are the basis for all laws pertaining to innkeepers today. Owners or managers of hotels today are called **hoteliers**. Like hotel owners of today, innkeepers who failed to uphold their public obligations years ago were liable (legally responsible) for problems that resulted.

An innkeeper's basic duty was to provide shelter, protection, and food to travelers. Other legal duties have evolved for hoteliers including the following:

- to admit the public, with few exceptions, without discrimination in treatment
- to receive minors and other persons incapable of making binding contracts
- to receive guests twenty-four hours a day, seven days a week
- to charge reasonable rates for services
- to receive strangers who are guests of guests
- to provide satisfactory facilities
- to protect guests and their property from injury or damage



Today if a hotelier refuses to receive or serve a guest, the action is considered a misdemeanor. A *misdemeanor* is a criminal offense that is punishable by a fine or a brief jail term. A hotelier may refuse to serve a guest if there are no accommodations available, if the guest displays improper conduct, if the guest exhibits a difficult character or condition, or if the guest is not able to pay for charges that would be incurred. However, the hotelier must prove the prospective guest is unfit. Because the hotelier is responsible for protecting all guests, a hotelier may refuse admittance to a guest because of improper conduct.

Hotel operations may evict guests for a variety of reasons. Hoteliers may evict guests who overstay an agreed length of time, have serious or contagious illnesses, trespass, and loiter. Hotel operations avoid evicting guests and try to handle problems so that both parties are satisfied.

Guests who stay longer than the agreed term may be evicted. The room may have been reserved and confirmed for certain days by another party, and the hotel must honor that contract. This problem most often occurs in popular hotels that have rooms that are in demand. Hotel owners and managers will, however, try to avoid evicting guests because this might cause the hotels to lose the guests as future customers.

When a guest is ill, the hotelier is responsible for contacting a physician to provide medical treatment. If a guest is seriously ill and refuses treatment, or if the guest has a contagious disease, then the hotelier can have the guest moved to a hospital. Hoteliers are responsible for protecting all guests by providing reasonable care for the prevention of disease or injury at the hotel. A hotel can be liable or negligent because of a guest's misconduct. However, the hotelier is not responsible for a guest's own negligence.

Hotel operations are not responsible for anyone other than registered guests and their property. Hoteliers are responsible for guests' property, especially property given to a hotelier for safekeeping. The hotelier also is responsible for any property brought by the guest to the hotel. However, to protect hoteliers from large financial loss due to liability claims for lost or damaged guest property, most states have laws that limit the amount of *compensation*, something given to make amends for a loss or damage, a guest can recover from a hotelier. As discussed in Chapter Eight, these laws are called limitations of liability; and they limit the amount of money or compensation a guest may receive from a hotel for loss of property.

In order to protect itself from liability, a hotel must post the limitation of liability notice in a conspicuous place in each guest room and provide a safe or vault for storage of valuables. If the notice is not posted in a conspicuous place, then the hotelier is fully liable for guests' property.

Hoteliers, like everyone else, are bound to keep their contracts. Confirmed room reservations are considered contracts between hoteliers and guests, which must be honored. Reserved rooms or rooms being repaired are considered occupied rooms in daily room counts. Hoteliers cannot sell reserved rooms to other travelers, even if the rooms go unoccupied. If a confirmed reservation arrives and no rooms are available, the hotel operation has an obligation to help the guest locate another room. Turning away a guest and sending him or her to a competing hotel is known as "walking."

FOOD AND BEVERAGE OPERATIONS

Laws for food and beverage operations also originated in England during the Middle Ages. Distinctions between inns and taverns were made, and laws were established for each.

Taverns provided food and beverages to people and were established for the entertainment and pleasure of local residents and neighbors, not necessarily to fulfill travelers' needs of nourishment. **Tavernkeepers** were the owners and proprietors of the taverns and were not considered to be engaged in public employment like innkeepers were. Tavern customers did not require shelter and protection from the risks of night. Taverns closed their doors at night leaving their customers to find protection in their own homes. Since taverns were not protectors of customers, they were not obligated to admit everyone as the inns were. Tavernkeepers could be selective about who they admitted. The innkeepers' legal duties did not extend to the tavernkeepers since their services differed.

Food and beverage operations' duties include the following:

- to admit customers
- to operate the business in a manner that will protect customers from being harmed at the establishment
- to sell products and services in an appropriate manner

Food and beverage operations have the following legal rights:

- to refuse admittance and service to prospective customers
- to remove customers who are considered a threat or annoyance to other customers, employees, or the property
- to restrict the sale of products and services

Today food and beverage operations may be selective about the customers they admit. The only limits are related to maintaining civil rights and the business' policies. Federal, state, and local codes also add restrictions to conform to health and safety standards and consumer protection.

The **Food and Drug Administration (FDA)** is a federal agency whose duty is to require truthful and informative labeling of products. They also ensure proper packaging, enforce food and beverage standards to protect against misrepresentation, and regulate food safety. The FDA seizes products and stops their sale if the products violate regulations. The FDA can prosecute violators.

The **Federal Trade Commission (FTC)** is a federal agency whose duty is to investigate unfair methods of competition in business. The agency also investigates corrupt advertising and prosecutes those who are charged with these practices. The FTC works to stop false advertising. The agency also regulates certain aspects of franchising.

The **United States Department of Agriculture (USDA)** is a federal agency that establishes and enforces food product standards. It also inspects and grades food products. The USDA's standards affect food operations' buying of products. Grading helps the buyer determine the quality of food products.

The local health department issues health permits to food and beverage operations. It has the authority to decide whether food and beverage operations should or should not have permits due to their compliance with health codes. Without a health permit, a food and beverage operation would not be able to conduct business.

Health department officials inspect businesses to see that they comply with all health regulations. If an official finds many violations of health codes at a business, he or she will either close the business or give the business time to correct the violations. The health department closes businesses that do not correct violations within the amount of time given.

Truth-in-menu laws are laws and guidelines developed by the government that specify truthful advertising of products on a menu. These laws do not allow



food and beverage operations to misrepresent their food products on menus or any other form of advertising. This is considered fraud unless the customer is fully informed of any changes. The laws protect customers from receiving food products that are of less cost or quality than the product they thought they were paying for.

Customers of food and beverage operations assume that the meals they will order will be fit to eat. Food operations give customers an implied warranty that the food and beverages they sell are fit for human consumption and contain no harmful material. An *implied warranty* is an unspoken guarantee. If the food is not fit for consumption, the food and beverage operation can be liable and the customer can receive reimbursement for damages and injuries he or she may have received. However, the customer must prove that an illness or injury was caused by a harmful material in the food and that the unfit food was the sole cause for the illness or injury. Two court tests determine a food's fitness for consumption.

The *foreign or natural test* is a test that determines if an ingredient or object found in food is natural or foreign to the food product. If the object is natural to the food product, then the food is usually considered fit for consumption. If the object is foreign, the food and beverage operation is liable to the injured customer. A bone chip found in a piece of hamburger meat is natural to that food product and not considered a foreign object. In some states, a natural object causing a food to be unfit for consumption is not a cause for liability. However, other states impose a liability on the food and beverage operation due to the reasonable expectations test. The *reasonable expectations test* is a test applied to food in its final, processed form, not in its original form. With this test, the condition of the product served must be reasonable in terms of the expectations of the customer. For example, a person may expect to find a chicken bone in a serving of fried chicken, but not in a serving of chicken salad.

The federal government regulates the production of alcohol; however, states regulate the retail sale of alcoholic beverages. All states have a liquor authority or commission that establishes and enforces regulations. These agencies may regulate the licensing, sale, and consumption of alcoholic beverages. They also may regulate activities that may be associated with the consumption of alcoholic beverages. These activities may include gambling, drug trafficking, sales to minors, and behaviors of intoxicated persons. These agencies can threaten criminal prosecution, fines, and imprisonment if they suspend or revoke a liquor license. It is against the law to sell or serve alcoholic beverages to minors. Those that violate this law may be arrested and put in jail.

In most states, food and beverage operations that sell alcoholic beverages must pay taxes on liquor. They also must keep exact records on the amount and price of all liquor bought and sold. Each year food and beverage operations' records are audited by a liquor authority. It can impose fines on the business if it discovers discrepancies in figures and inaccurate reporting of revenue from sales of alcoholic beverages. Alcoholic beverages must be itemized on each customer's ticket. Food and beverage operations are required to keep all tickets on file for two years.

The laws for the regulation of alcoholic beverages were developed during and after the repeal of prohibition laws. The laws were established to control people's behavior and to economically protect consumers and businesses. The laws were also established to raise revenue for states from the taxes on sales.

Some aspects of liquor laws vary among states, such as the hours and places where alcoholic beverages may be sold. In some states, the maximum hours are set by the state; counties may modify the hours as long as they do not exceed the state's hours.

LIABILITY FOR HARM TO GUESTS

Hoteliers are responsible for taking reasonable care of their guests and their guests' visitors so that they are not injured by any foreseeable risk or lack of care by the hotelier. A **foreseeable risk** is a risk or hazard that is visible and could be prevented. The only injuries an owner or manager of a hotel is liable for are those that are caused as a result of the hotel operation's negligence. However, the guest must prove the hotelier's negligence and liability. Also, the guest must prove that the injury was not caused by his or her own contributory negligence. **Contributory negligence** is any negligent action a guest might have performed that would make him or her partially responsible for the illness, injury, or loss.



The following conditions must be met in order for a guest to seek compensation from the hotelier for injuries or damages:

- The injured person or property must be part of a group the hotelier is responsible for protecting.
- The hotelier's actions or lack of actions must produce an unreasonable risk to the protected group.
- The hotelier's negligence is the reason for the harm.
- The guest suffered damages as a result of the situation.

Sometimes it is the hotelier's responsibility to prove that he or she was not negligent. **Res ipsa loquitur**, or "the thing speaks for itself," is the use of circumstantial (indirect) evidence of negligence to impose liability. This doctrine applies in cases in which it is clear that the guest was injured by hotel property that was in the hotelier's control. The hotelier would have to prove that the injury resulted from some other cause rather than his or her negligence in maintaining the property.

For example, if a heavy light fixture fell from a ceiling onto a guest and caused burns, cuts, and other injuries, the hotelier would have to prove that the light fixture's fall was the result of some other cause rather than his or her own negligence in maintaining the ceiling and the fixture. The item causing the injury would be in the hotelier's control. Usually the accident would not have occurred had it not been for the hotelier's negligence in maintaining the property.

Hotel operations have no legal duty to aid or rescue guests unless the hotelier is responsible for causing the incident. However, if a hotelier does aid a guest, then the hotelier is liable for any other harm that may come to the guest as a result of the hotelier's actions. Several states have good Samaritan doctrines. The **good Samaritan doctrine** states that one who sees a person in serious danger because of the negligence of another cannot be charged with contributory negligence when risking his or her own life to attempt a rescue, provided the attempt is not recklessly made. The negligence of a volunteer rescuer must worsen the position of the person in distress before liability can be directed. Although hotel operations are not responsible for coming to guests' aid or rescue, they are responsible for assisting guests in seeking medical care in emergencies.

PROPERTY LIABILITY

Since the earliest days, hotel owners and managers were entrusted with the care of guests' lives and property. If a guest was robbed while staying at an inn, the innkeeper was considered negligent in his public duty of protecting guests unless the loss occurred as a result of the guest's own negligence, an act of God, or a public enemy.

An **act of God** is a natural or physical cause for loss without human or animal influence. Hoteliers are not liable for damages caused by acts of God. Examples of acts of God include lightning, winds, rain, snow, tornadoes, earthquakes, and

floods. A **public enemy** is a power who is at war with the government or a social, health, or economic condition that affects the public and is difficult to control. Hoteliers are not responsible for damages caused by a public enemy.

Hoteliers are responsible for protecting guests' property. Hotel operations are not liable for damages caused by acts of God or public enemies, but they may be found negligent if the property is not reasonably well protected against acts of God.

Hoteliers become liable when a guest's property is brought into the hotel's possession. The property may not be in the actual possession of a hotelier, but it may be kept in the hotel's safe or in a guest's room inside the hotel. Hotel operations are not responsible for any property other than registered guests' property unless it accepts possession of the property for safekeeping.

Since modern travel is not as dangerous as the travel in the Middle Ages, many states have passed laws to limit hotels' liability for property loss. As discussed in Chapter Eight, the limitations of liability laws protect hoteliers.

Limitations of liability laws state that hoteliers are only liable for loss of valuables (money, jewels, and important papers) if the guest has deposited the valuables in a safe provided by the hotel operation. Most states must follow certain guidelines in order to be protected by limitations of liability laws. Hotels must post notices in conspicuous places explaining the limitations of liability. They must also provide a safe and post notices about the safe's availability. If hoteliers fail to post these notices and fail to provide a safe or vault for guests' valuables, they will be liable for reimbursing guests for lost items.

Most often, lost property results from a guest's negligence. Hoteliers are not liable for loss in these instances. If a loss occurs as a result of negligence on the part of the hotel but the guest's negligence contributed to the loss, the hotelier must prove that the loss was the result of the guest's contributory negligence in order to avoid being liable for the loss.

If a guest is intoxicated when a loss occurs, he or she is not considered to have displayed contributory negligence. However, intoxication does keep the guest from recovering any compensation for the loss.

Food and beverage operations are not subject to the same rules of liability as hotel operations. They are not insurers of property, but act as bailees. **Bailment** is the voluntary acceptance of goods from a person for the purpose of keeping the goods safe. A **bailee** is a person who is entrusted with keeping safe another person's property.

For example, if a restaurant customer gives a coat and hat to a restaurant manager for safekeeping while he or she dines at the restaurant, the restaurant and the manager are responsible for the coat and hat until returned to the customer. If the coat and hat are lost, the restaurant and its manager may be held liable for the amount of the item's value. Bailment is the safekeeping of the coat and hat. The bailee is the restaurant manager. However, if the customer did not give the coat and hat to the manager for safekeeping, but instead placed them on hooks inside the restaurant, then the restaurant would not be liable if the items were lost. The coat and hat would not have been given directly to the management for safekeeping.

Liability can be limited by the use of a checkroom. A **checkroom** is a room used for keeping items that are given to a business for safekeeping (bailment). A food and beverage operation does not have to accept any property. Once a food and beverage operation accepts responsibility for an item, the business is liable for the full price of the item if it is damaged, lost, or stolen. Food and beverage

operations also are responsible for damages to customers' clothing when accidents occur and are caused by an employee's negligence.

EMPLOYEE LIABILITY

All employers are responsible for obtaining medical help for employees who are injured in work-related accidents. Employers also are responsible for caring for or obtaining medical help for employees who are ill.

Lodging and food and beverage operations are responsible for providing employees with a hazard-free workplace. They are also responsible for paying for work-related injuries employees sustain while on the job. The laws that govern these responsibilities are directed by the Occupational Safety and Health Act of 1970, which is enforced by the Occupational Safety and Health Administration (OSHA) and Workers' Compensation laws. The laws are explained in detail in Chapter Four.

Hoteliers are not liable for more than the limitations of liability for valuables that are stolen by an employee or independent contractor from a hotel safe. An employee's criminal conduct does not implicate the hotelier, unless the hotelier also was involved in the crime.

OTHER LAWS

Other laws hotel and food and beverage operations must comply with include the following:

- smoking ordinances that regulate places where tobacco smokers may smoke in order to protect the health of nonsmokers
- zoning laws that regulate land use for business or residential purposes
- building codes that promote safety practices, regulate improvements or additions to buildings, and regulate construction of buildings in order to prevent the building of unsafe structures
- safety codes which are designed to prevent accidents and usually to emphasize fire and health regulations
- Fair Labor Standards Act, which is enforced by the Department of Labor, regulate minimum wages, tip wages, work time, overtime pay, child labor, and equal pay for equal work
- Age Discrimination Employee Act of 1967 which prohibits age discrimination against applicants and employees between 40 and 70 years of age
- Federal Insurance Contributions Act, Federal Unemployment Tax Act, and Internal Revenue Code, which regulate payroll taxes for social security, federal income taxes, and unemployment taxes
- state and local tax laws
- laws governing contracts with suppliers, guests, employees' financial sources, and franchise companies
- real estate and property laws

Points to Remember

- Laws affecting the hospitality industry today evolved from the Middle Ages or in England's history when travelers were highly susceptible to danger during their journeys.
- An innkeeper is a person who owns or manages an inn.
- The duties of hoteliers include the following:
 - to provide shelter, protection, and food to travelers
 - to admit the public, with few exceptions, without discrimination
 - to receive minors and other persons incapable of making binding contracts
 - to receive guests twenty-four hours a day, seven days a week
 - to charge reasonable rates for services
 - to receive guests of guests
 - to provide satisfactory facilities
 - to protect guests and their property from injury and damage
- A hotelier who refuses to receive a traveler may be guilty of a misdemeanor which is punishable by a fine or a brief jail term. A hotelier may refuse to serve a guest if there is a lack of space, if the guest displays improper conduct, if the guest exhibits an objectionable character or condition, or if the guest is not able to pay for charges that would be incurred.
- Hotel operations have the right to evict guests who stay longer than the agreed length of stay, guests who have a serious or contagious illness, guests who trespass, or guests who loiter.
- A hotel is not responsible for anyone other than its own registered guests, their property, and the guests' guests.
- Limitations of liability laws limit the amount of money or other compensation a guest may receive from a hotel for loss of property.
- Confirmed room reservations are considered contracts between hoteliers and guests, and hoteliers must honor them.
- Taverns provided food and beverages. They were established for the entertainment and pleasure of local residents and neighbors.
- Tavernkeepers were the owners and proprietors of taverns.
- Tavern customers did not require shelter and protection from the risks of the night. Taverns closed their doors at night, leaving their customers to find protection in their own homes.
- Food and beverage operations may be selective about who they admit as customers, with the only limits being civil rights and the business' policies. Federal, state, and local codes also add restrictions for the sake of health, safety, and consumer protection.
- Food and beverage operations' legal duties include the following:
 - to admit customers
 - to operate the business in a manner that will protect customers from being harmed at the establishment
 - to sell products and services in an appropriate manner
- Food and beverage operations have the following rights:
 - to refuse admittance and service to prospective customers
 - to remove customers who are considered a threat or annoyance to other customers, employees, or the property
 - to restrict the sale of products and services

- The Food and Drug Administration (FDA) is a federal agency whose duty is to require truthful and informative labeling, ensure proper packaging, enforce food and beverage standards to protect against misrepresentation, and regulate food safety.
- The Federal Trade Commission (FTC) is a federal agency whose duty is to investigate unfair methods of competition in business and corrupt advertising, and to restrain or prosecute those who are charged with these practices.
- The United States Department of Agriculture (USDA) is a federal agency that establishes and enforces food product standards and inspects and grades food products.
- The local health department issues health permits to food and beverage operations. It has the authority to decide whether food and beverage operations should or should not have permits due to their compliance with health codes. Without a health permit, a food and beverage operation would not be able to conduct business.
- Truth-in-menu laws are laws and guidelines developed by the government that specify truthful advertising of products on a menu. These laws do not allow food and beverage operations to misrepresent their food products on menus or any other form of advertising.
- An implied warranty is an unspoken guarantee. Food and beverage operations give customers an implied warranty that the food and beverages sold are fit for human consumption.
- The foreign or natural test is a test that determines if an ingredient or object found in food is natural or foreign to the food product. If the object is natural to the food product, then the food is usually considered fit for consumption. If the object is foreign, the food and beverage operation is liable to the injured customer.
- The reasonable expectations test is a test applied to food in its final, processed form, not in its original form. With this test, the condition of the product served must be reasonable in terms of the expectations of the customer.
- State liquor authorities and commissions enforce alcoholic beverage control laws which regulate the licensing, sale, and consumption of alcoholic beverages.
- Food and beverage operations that sell alcoholic beverages must pay taxes on the liquor and keep exact records of the amount and price of all liquor bought and sold. The records are used for annual audits by the state liquor authority.
- Contributory negligence is any negligent action the guest might have performed that would make him or her partially responsible for the illness, injury, or loss.
- Guests usually must prove a hotelier's negligence and liability, except in cases where it is obvious that the guest was injured by something that was in the hotelier's control. Also, the guest must prove that the injury was not caused by his or her own negligence.
- The following conditions must be met for a guest to seek compensation from a hotelier for injuries or damages:
 - the injured person or property must be part of a group that the hotelier was responsible for protecting

Words to Know

- the hotelier's action or lack of action must produce unreasonable risk to the protected group
- the hotelier's negligence is the reason for the harm
- the guest suffered damages as a result of the situation
- Hotel operations have no legal duty to aid or rescue guests unless the hotelier is responsible for bringing about the incident that caused the guest to be ill or injured. However, hoteliers are responsible for assisting guests in obtaining medical care in emergencies.
- If a guest is robbed while staying at an inn, the hotelier is considered negligent in his or her public duty of protecting guests unless the loss occurred as a result of the guest's own negligence, an act of God, or a public enemy.
- An act of God is a natural or physical cause for loss without human or animal influence. Examples of acts of God include lightning, winds, rain, snow, tornadoes, earthquakes, and floods.
- A public enemy is a power who is at war with the government or a social, health, or economic condition or problem that affects the public and is difficult to control.
- Food and beverage operations are not subject to the same rules of liability as hotel operations. They are not insurers of property, but act as bailees. A bailee is a person who is entrusted with keeping safe another person's personal property.
- Bailment is the voluntary acceptance of goods from a person for the purpose of keeping the goods safe.
- Employers are responsible for rescuing, providing care, and obtaining medical help for an employee who is injured in a work-related accident or becomes ill on the job.
- Hotel and food and beverage operations are required by law to provide employees with a hazard-free workplace and to pay for work-related injuries employees sustain while on the job. The laws that govern these responsibilities are directed by the Occupational Safety and Health Act of 1970, which is enforced by the Occupational Safety and Health Administration (OSHA), and Workers' Compensation laws.

act of God	implied warranty
bailee	innkeepers
bailment	misdemeanor
checkroom	public enemy
compensation	public houses
contributory negligence	reasonable expectations test
Federal Trade Commission (FTC)	res ipsa loquitur
Food and Drug Administration (FDA)	tavernkeepers
foreign or natural test	taverns
foreseeable risk	truth-in-menu laws
good Samaritan doctrine	United States Department of Agriculture (USDA)
hoteliers	

Questions for Review

1. Why do hospitality employees need to understand laws that affect hospitality services businesses?
2. What are the duties of hoteliers? Why are these duties important?
3. For what reasons can a hotelier refuse to receive a guest? For what reasons can a hotelier evict a guest?
4. What are the limitations of liability laws, and why are they important to hotel operations?
5. What are taverns and tavernkeepers?
6. What are the duties of food and beverage operations? What are their rights? Why are these important?
7. What do the Food and Drug Administration (FDA), Federal Trade Commission (FTC), United States Department of Agriculture (USDA), health departments, and liquor authorities enforce in the hospitality industry?
8. What conditions must be met in order for a guest to seek compensation from a hotel operation for injuries or damages? Why?
9. What is *res ipsa loquitor*? Why is it important?
10. Who is liable for damages that occur as a result of an act of God or a public enemy? Why?
11. If a person's coat is lost at a food and beverage operation, is that food and beverage operation liable? Why?
12. If a hotel employee loses a guest's suitcase while it is being delivered to a guest's room, who is liable for the loss—the guest, employee, or hotel operation? Why?

11

Hospitality Services Guests and Customers

ESSENTIAL ELEMENT

- Define the concept of guest/customer.(v3A)

OBJECTIVES TO ACHIEVE

- Review types of guests and customers who utilize hospitality services.
- Explain the rights and responsibilities of guests and customers who use hospitality services.

The hospitality services industry and its employees serve guests and customers. The concepts of guests and customers are similar except that they are served by two different types of hospitality service operations.

A customer is any person who purchases products from and uses the services of a business. Customers patronize food and beverage establishments.

A guest also purchases the services and products of a business. However, the guest is a transient or an individual traveler seeking accommodations for safety, shelter, and sometimes food. Guests patronize hotel operations.

CUSTOMERS

A food and beverage operation typically receives many types of customers. Based on noticeable characteristics of certain groups of customers, employees and managers of food and beverage operations classify customers into categories including the following:

- regulars
- quiet-type regulars
- young crowd
- dates
- breakfast crowd
- lunch crowd
- summer lunch crowd
- dinner crowd
- social occasion crowds

Regulars are customers who patronize a food and beverage operation on a regular basis. They do not hesitate to tell the server if there is a problem or if they need something.

Quiet-type regulars are customers who patronize a food and beverage operation on a regular basis, but who usually do not complain if they have a problem with the food or service. They usually do not ask for services they need. For example, they do not want to bother the server to ask for a refill of tea. These customers eat their meals and leave, but they return regularly.

Both types of regular customers are not as demanding as other customers are about the quality of food and service at the business they frequent. Although they may have experienced an occasional problem at the business, overall they believe they have received good food and service on a consistent basis. So these customers return frequently. Regular customers often develop friendly relationships with servers and may ask to sit in a certain server's section each visit.

The **young crowd** is a group made up of youths and sometimes college-aged customers. This group may be the most difficult group for a server to wait on. When in groups, these customers tend to move from table to table visiting with friends. This makes it difficult for a server to find the customer who ordered a particular item.

If a food operation is frequented by the young crowd, the youths usually come in on a Friday or Saturday night after a football game or other youth-oriented event. Food operation managers often complain about parents who intentionally leave youths at a restaurant for long periods of time unaccompanied. Managers and employees believe the parents expect the restaurant to act as a babysitter. This is not the food operation's responsibility. Many youths cannot leave until their parents come get them, which is usually long after the youths have finished eating their meals.

Youths usually are regarded by restaurant employees as small-sale customers who do not tip. They usually have little money, run out of money ordering their meal, and do not have any money left for a tip. However, youths are paying customers who bring in business either by eating at the food operation themselves or by persuading their families to dine together at the restaurant. Food operations should treat youths the same as other customers because the youths' parents and other family members probably are customers. Also, the youths will be better customers in the future if they have had good experiences at the business.



A **date** is a social engagement with a person of the opposite sex. Customers on dates are usually easy to serve and tip well although they also may be part of the youth crowd.

The **breakfast crowd** is a group of people who eat breakfast at food operations. This crowd may be made up of business people and travelers. Breakfast is usually served from 6:30 a.m. until about 10:30 a.m.

The **lunch crowd** is made up of business people who are in a hurry. These professional, career-oriented people dine at food operations on their lunch hours. They want their meals served to them quickly. Although this crowd is away from the office, they tend to be tense and under time pressures. Some of these people hold business meetings during lunch.

The **summer lunch crowd** is similar to the lunch crowd, except that more children are present in the summer because they are out of school. The crowd still includes business-oriented professionals on their lunch hour.



The *dinner crowd* may consist of the same people as the lunch crowd; however, the mood at dinner is more relaxing and entertaining. These customers do not have the same time constraints as the lunch crowd. Members of this crowd want to relax and enjoy themselves.

Social occasion crowds include groups of people who have attended some function, such as an entertainment event, social event, or other function. These groups include people who have attended rock concerts, symphony concerts, football games, plays, church services, or church-related functions. Food operations managers may expect these groups. For example, some food and beverage operations prepare for the large number of people who arrive at noon on Sundays after attending church services. Special preparation for these groups may include increased staff and different menu specials.

Food operations may be very crowded after sporting events. The customers' attitudes and the amount of tips given reflect a team's win or loss. When customers celebrate, they are happy and leave large tips. College crowds have a greater effect on restaurants than do high school and junior high school crowds. However, the food operations that teenagers frequent may be busy after school sporting events.

A food operation's location tends to affect the type of customers it receives. A restaurant in one part of town may serve a different type of customer than the same restaurant in another part of town. The customer difference is based on the attitude of the people in the area, the appearance of the area, and the income level of customers who live in the area. Lunch and dinner customers may vary if the restaurant is located in a downtown area. Business people may eat lunch at restaurants near their work, but they may eat dinner at restaurants near their suburban homes. At dinner, the downtown restaurant may serve people who live in the area, or it may close in the evenings.

Tips are gifts of money given to servers or porters for services performed or anticipated. Tips also may be called gratuities. Tips are very important to many servers, as well as some hotel employees. In many cases, tips are a server's largest percentage of income. Their hourly wage is less than minimum wage. Tips provide a method of motivating employees to provide excellent service. Excellent service builds customer satisfaction and increases sales for the business while providing improved income for servers. Usually, the better the service, the better customers will tip.

Sometimes a server can tell during the first few seconds of contact with a customer whether or not he or she will leave a tip. Some customers are fun to serve; they usually tip well. Other customers have little patience and sometimes may be rude. These customers do not tip well. The main reasons some customers do not tip well include the following:

- Customers do not add the amount for a tip when estimating how much it will cost to eat out.
- Customers receive poor service.
- Customers are unaware of the importance of tipping.

Customers may also be classified according to their condition or how they feel at the time of their dining experience. They may be in a hurry, on a diet, angry, noisy, indecisive, complaining, intoxicated, young, elderly, handicapped, or ill.

Customers who are in a hurry want to receive their food order and eat as fast as possible. A customer who is on a diet may need suggestions about items on the menu that would be appropriate for the diet.

Customers who are angry or complaining may require special care. They may be disappointed with the food or the service. Servers should not become annoyed

at these customers, but should try to solve the problems peacefully. Some managers prefer to handle problems with customers so that a server does not neglect service to his or her other customers.

Customers who are noisy may disturb other customers. Managers should handle these problems. If regular customers are noisy, the host or hostess should seat them at a table that is away from other customers. This action will help other customers enjoy their dining experiences.

Indecisive customers take a long time to decide what they want to eat or drink. The server should not hurry the customer into a decision, but may suggest some popular menu items.

A customer who jokes with or is overly friendly with the server should be tolerated. A server should be courteous, but reserved, when serving this type of customer. A server may need to ask a manager for assistance.

Intoxicated customers may disturb other customers by being noisy and offensive. If an intoxicated person comes in a food operation, servers should not serve the person more alcohol. The server should remain calm and firm when refusing a person alcohol. The server should tell the person that no alcohol can be served to him or her. The server should offer to call a taxi to drive the customer home when he or she has had too much to drink. Food and beverage operations that are licensed dispensers of alcoholic beverages must not sell alcohol to minors, to people who are intoxicated or under the influence of another drug, or to known alcoholics.

The illegal service of alcohol makes food and beverage operations potentially liable for any injury or damage that results. Managers have the responsibility to make sure employees do not serve alcohol illegally. Managers are expected to anticipate a customer's actions after leaving the food and beverage operation. Managers are expected to recognize the warning signs and determine when not to serve alcohol to customers. In addition to being liable for the intoxicated customer, a food service operation may be liable to anyone who is injured or killed by customers who were served alcohol illegally.

The characteristics of an intoxicated person include drowsiness, drinking fast, being loud and obnoxious, becoming entertaining, being careless with money, complaining, spilling drinks, slurring speech, and annoying customers.

Customers who are parents may need special services and help when they bring children to dine in food operations. Baby bottles may need to be warmed, high chairs and booster seats may be needed, extra napkins and flatware may be necessary, and items provided to entertain children while waiting for meals are helpful. Extra services for these customers can help make dining experiences more pleasant. Sometimes seating families at tables in areas where children would be less distracted and out of traffic keeps parents and other customers pleased.

Elderly customers may have special needs because of possible physical limitations. They may need help reading menus or getting into and out of chairs. They also may have special dietary limitations.

Customers who do or do not smoke may be concerned about their rights. Increased medical evidence supports the relation between smoking and lung cancer. Evidence has shown that smokers and nonsmokers who breathe smoke-saturated air are at risk for lung cancer. As a result, some states have adopted indoor clean air acts. Most of the acts prohibit smoking in eating establishments except in designated smoking sections. Nonsmoking sections are provided for customers who do not smoke.

Handicapped customers have special needs depending on the type and severity of the handicap. A customer may be blind or deaf, or a customer may be confined to a wheelchair. Other handicapped customers may use crutches or canes. A server's assistance makes the handicapped person's dining experience pleasant. Food and beverage operations should be accessible to handicapped persons.

If a customer is ill, the server and manager should attend to the person immediately. A customer may only need a glass of water and a chance to rest, or the person may need medical help. A supervisor or manager should assist an ill customer continuously so that the server does not neglect either the ill customer or other assigned customers.

GUESTS



Anyone can be a hotel guest as long as he or she is able to pay for the services received and comes to the hotel with good and lawful intentions.

The hotel industry primarily classifies guests according to their purposes for travel. However, since this business deals with the public, it also deals with a variety of personality types, guest needs, and expectations. To attract certain guests with specific expectations and needs, hotels offer various amenities, prices, and services. Hotel management uses marketing efforts to try and attract particular types of guests to choose the hotel. Guests can be classified into several categories as described below:

- business, corporate, and government travelers
- conventioners
- vacationers
- education travelers
- tour groups
- special event travelers

Business, corporate, and government travelers are individuals traveling alone or in a group for business purposes. The group may be from one business organization, or the group may be from many businesses that are joining together to meet with another business organization.

Conventioners are travelers attending a convention. Guests may attend meetings during the convention, but they also want entertainment.

Vacationers are people who travel to places to participate in leisure activities and recreation. Vacationers are often families with children.

Education travelers are individuals or groups traveling for education-related purposes, such as state teacher meetings or out-of-town school functions.

Tour groups are groups of vacationers visiting local sites.

Special event travelers are special guests of the hotel, or they are at the hotel to attend parties and events. Special event guests include couples on honeymoons, guests attending anniversary parties, and people attending promotional parties. Some special event guests create room business while others create banquet business.

Depending on their needs and desires, guests require various services and amenities from hotels. Some guests desire the ultimate in full-service accommodations that are provided at some hotels. These hotels have many employees on staff. Room attendants such as maids or valets are available to provide personal service. A **valet** is an employee of a hotel who cleans and presses clothes and

performs other personal services. Room service is available in full-service hotels. Guest room amenities include terry robes, shower caps, hair dryers, and fruit. Linen turn-down service also may be available. Full-service hotels offer a variety of restaurants, cocktail lounges, and meeting rooms. Some hotels have facsimile services available. Bellhops also may be available. **Bellhops** are employees who carry luggage and do errands for guests. Bellhops also may be referred to as bellmen or porters. Hotels may provide transportation from the airport to the hotel. Guests who do not need the services of a full-service hotel can have their basic needs met at roadside motels. These motels offer the guest a clean room, a bathroom, and a comfortable bed.

Many hotels may specialize their services for certain types of customers and their needs. New trends include all-suite hotels, convention hotels, hotels with nonsmoking sections, budget hotels, and hotels for travelers with medical problems.

All-suite hotels are hotels that offer two rooms and a small kitchen. A suite features a bedroom and a separate living room. Suites meet the needs of travelers who seek a more homelike environment. Guests of all-suite hotels typically rent their suites for several days or weeks. **Convention hotels** are hotels that have a large number of guest rooms and several large meeting rooms that can be divided into smaller rooms to accommodate different needs. Convention hotels also offer audiovisual equipment, recreational facilities, restaurants, clubs, and banquet services. **Budget hotels** are hotels that have a bed and bathroom and may be used by people on tight budgets. Some hotels have television and telephones available for use at extra cost.

The amount of hospitality services hotel employees display may differentiate among the types of guests and the type of hotel. When guests come in late and leave early the next morning, hotel employees may not have enough time to make a good impression. Hotel employees may not have time to show their hospitality to local customers who use the hotel's restaurant facilities for an hour. For some guests, the hotel becomes a home away from home. In these instances, employees can fully extend their hospitality and welcome guests into their "home." Hotel employees have more time to serve guests' various needs when guests stay longer.

When guests arrive at a hotel, they may be tired and frustrated from traveling. Even though an employee may have had a hard day, he or she must serve the guests in a friendly manner and be attentive to their needs.

GUESTS' AND CUSTOMERS' RIGHTS AND RESPONSIBILITIES

Most hotel guests and food operation customers are unaware of their legal rights. However, the history and laws of innkeeping and food service businesses have evolved to a point where hotel owners and food operation owners must be careful of their vulnerability or be subject to lawsuits.

To protect themselves from liability and negligence, hoteliers and food operations owners must properly maintain their businesses at all times. Although hoteliers, food operations owners, and hospitality employees must be continually cautious, they must not let their cautiousness interfere with presenting an image of graciousness and hospitality. Nor should hospitality employees allow their cautiousness to infringe on the rights of guests and customers. Hotel guests have the following rights:

- to expect a clean room
- to expect safe lodging
- to have a comfortable bed
- to use and possess the assigned guest room



- to receive service at a fair price with reasonable efficiency
- to be treated with respect
- to have privacy during the terms of the room contract
- to have all the rights they would have at other places

To receive these rights, hotel guests must live up to their responsibilities. Their responsibilities include the following:

- to pay for the services and rooms they use
- to not damage the hotel or other guests' property
- to not infringe on other guests' rights

Food operations customers' rights include the following:

- to receive good service, food, and beverages at reasonable prices
- to be served in a clean, sanitary, and safe facility

Food operations customers' responsibilities include the following:

- to control their children in order to protect them from harm and to keep them from infringing on other customers' dining privacy
- to pay for food and beverages ordered
- to tip the server in food and beverage operations where customers are served by a server
- to listen to a server repeat the order to make sure it is correct



Points to Remember

- The hospitality services industry and its employees serve guests and customers.
- A customer is any person who purchases products from and uses the services of a business. Customers patronize food and beverage operations.
- A guest is a transient or an individual traveler seeking accommodations for safety, shelter, and sometimes food. Guests patronize hotel operations.
- A food and beverage operation typically receives many types of customers. The groups include regulars, quiet-type regulars, young crowd, dates, breakfast crowd, lunch crowd, summer lunch crowd, dinner crowd, and special occasion customers.
- Regulars are customers who patronize the food operation on a regular basis.
- Quiet-type regulars patronize food operations regularly and tend to not say anything if they have any kind of need or problem with the food or service.
- The young crowd includes youths and sometimes college-aged customers.
- A date is a social engagement with a person of the opposite sex. Customers on dates are usually easy to serve and tip well although they also may be part of the youth crowd.
- The breakfast crowd is a group of people who eat breakfast at food operations. This crowd may be made up of business people and travelers.
- The lunch crowd is made up of business, professional, or career-oriented people who dine at food operations on their lunch hours.
- The summer lunch crowd is similar to the lunch crowd except that more children are present in the summer because the children are out of school.
- The dinner crowd may consist of the same people as the lunch crowd; however, the mood is more relaxing and entertaining.
- Social occasion crowds include groups of people who have attended some function, such as an entertainment event, social event, or other function. These groups include people who have attended rock concerts, symphony concerts, football games, plays, church services, or church-related functions.
- A food operation's location tends to affect the type of customers it receives.
- Tips are gifts of money given for a service performed or anticipated. Tips also are known as gratuities.
- The reasons why some customers do not tip well include the following:
 - Customers do not add the amount for a tip when estimating how much it will cost to eat out.
 - Customers receive poor service.
 - Customers are unaware of the importance of tipping.
- Customers may also be classified according to their condition or how they feel at the time of their dining experience. They may be in a hurry, on a diet, angry, noisy, indecisive, complaining, intoxicated, young, elderly, handicapped, or ill.
- Any individual can be a hotel guest as long as he or she is able to pay for the services received and comes to the hotel with good and lawful intentions.

- The hotel industry primarily classifies guests according to their purposes for travel.
- Business, corporate, or government travelers are individuals traveling alone or in groups for business purposes. The group may be from one business organization, or the group may be from many businesses that are joining together to meet with another business organization.
- Conventioneers are travelers attending a convention. These travelers attend meetings but also want entertainment.
- Vacationers are people who travel to places to participate in leisure activities and recreation. Vacationers are often families with children.
- Education travelers are individuals or groups traveling for education-related purposes.
- Tour groups are groups of vacationers or tourists visiting local sites.
- Special event travelers are special guests of the hotel, or are at the hotel to attend parties and events.
- Rights of hotel guests include the following:
 - to expect a clean room
 - to expect safe lodging
 - to have a comfortable bed
 - to have exclusive use and possession of assigned guest rooms
 - to have service at a fair price with reasonable efficiency
 - to be treated with respect
 - to have privacy during terms of room contract
 - to have all rights they would have at other places
- Hotel guests' responsibilities include the following:
 - to pay for the services and rooms they use
 - to not harm the hotel and other guests' property
 - to not infringe on other guests' rights
- Food operation customers' rights include the following:
 - to receive good service, food, and beverages at a reasonable price
 - to be served in a clean, sanitary, and safe facility
- Food and beverage operation customers' responsibilities include the following:
 - to control their children in order to protect them from harm and from infringing on other customers' dining privacy
 - to pay for food and beverages ordered
 - to tip the server in food operations where customers are served by a server
 - to listen to the server repeat the order to make sure it is correct

Words to Know

all-suite hotels
bellhops
breakfast crowd
budget hotels
business, corporate, and government travelers
conventioneers
convention hotels
date
dinner crowd

quiet-type regulars
regulars
social occasion crowds
special event travelers
summer lunch crowd
tips
tour groups
vacationers
valet

Questions for Review

education travelers
lunch crowd

young crowd

1. What is a guest? What is a customer?
2. Who are the different types of guests?
3. Who are the different types of customers?
4. What are a guest's rights?
5. Why do guests have these rights?
6. What are a guest's responsibilities?
7. Why do guests have these responsibilities?
8. What are a customer's rights?
9. Why do customers have these rights?
10. What are a customer's responsibilities?
11. Why do customers have these responsibilities?

12

Needs of Guests and Customers

ESSENTIAL ELEMENT

- Discuss the needs of guests/customers.(v3B)

OBJECTIVES TO ACHIEVE

- Describe the needs of lodging operations' guests.
- Determine the needs of food and beverage operations' customers.
- Outline reasons that guests and customers of hospitality services possess specific needs.
- Identify methods to satisfactorily fulfill the needs of guests and customers.

Every human being has basic needs which must be satisfied in order for the person to develop, reach his or her potential, and enjoy life. Lodging operations' guests and food and beverage operations' customers are not exceptions.

Hospitality businesses' customers use the services of lodging operations and food and beverage operations to fulfill their immediate needs of food, water, shelter, and sleep. Customers and guests must satisfy some or all of these needs if they are to enjoy their hotel stay or dining experience.

This concept of identifying and satisfying customer needs is best explained by examining Maslow's theory of basic needs. **Abraham H. Maslow** was a psychologist who studied human behavior to explain people's basic needs, general methods people use to satisfy their needs, requirements for satisfying needs, and consequences if the needs are not satisfied.

Maslow's Hierarchy of Needs is a theory that includes five levels of basic needs.

1. **Physiological needs** are the basic needs required to sustain life. These needs include food, water, sleep, air, and sex for the reproduction of life. These needs are the first level of needs on Maslow's hierarchy.
2. **Safety needs** make up the second level of needs and include the need for shelter, protection from physical harm, and a sense of security.
3. **Belonging and love needs** are the third level of needs and include the need for love, friendship, and acceptance to a group or family.

4. **Esteem needs** are the fourth level of needs. This level includes the need for self-respect, respect from others, and recognition from others.
5. **Self-actualization needs** are the highest level of needs and include needs to fulfill one's potential and to do things to the best of one's ability.

Maslow recognized that certain basic needs must be met before other needs can be met. As a result, he developed the hierarchical order for achieving basic needs, which is illustrated with a triangular diagram in figure 12.1. In the hierarchical order, the low-level needs must be met before the next higher level of needs can be met. The first four levels of needs must be met in order for a person to meet the self-actualization needs. Lower-level needs, such as food or shelter, are first priority to fulfill before any other need or desire can be met.

Maslow believed that social scientists who only considered the physiological needs of food, water, air, shelter, and sex as human basic needs failed to see that all humans find it important to feel they belong to a group of people who love and accept them and to feel they are capable of developing to their full potentials. These high-level needs are more complex kinds of basic needs than the lower-level basic physiological and safety needs, but are as important as lower-level needs for human development.

Maslow's theory of basic needs enables people to better understand the needs of guests and customers of hospitality services businesses. Many guests and customers may have met their higher-level needs. However, when guests are traveling, they easily recognize the need and priority to seek and fulfill their basic low-level needs for food, water, and shelter. When customers are hungry, they seek to fulfill their need for food and water. If guests and customers are unable to fulfill these needs immediately, the needs continue to occupy their concentration, and these needs become even more high priority. When these needs are fulfilled, people can concentrate on their higher-level needs and wants again.



Figure 12.1

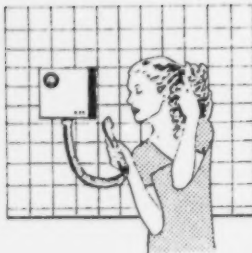
NEEDS OF LODGING OPERATIONS' GUESTS

As mentioned earlier, travelers seek lodging operations to satisfy their basic needs of shelter, sleep, food, and water. If a lodging operation does not provide means for a guest to fulfill food and water needs, the owner is expected to direct the guest to places where those needs can be met. Once basic physiological needs are met, guests can recognize other needs. Guests need and expect the following from lodging operations:

- a clean, sanitary room to provide shelter and protection from disease
- a comfortable bed to meet sleep needs
- food and beverages to satisfy hunger and thirst
- comfort to satisfy belonging needs
- information about hotel, city, and world events which is accessible through the media and employees for fulfilling belonging needs
- drycleaning and laundering facilities to meet clothing needs
- available toiletries, hair dryer, and other items which improve esteem needs
- available transportation to fulfill safety, belonging, and esteem needs

Depending on a person's desires for service and the purpose of traveling, a hotel guest may have all of these needs or only a few of them. For example, a sales representative who travels and conducts business for several days before returning home may need drycleaning services more than a person on a two-day trip.

Guests' needs are based on their reasons for being at the hotel. For example, business guests who are hosting a meeting may need meeting space, use of a copy machine, audiovisual equipment, paper and pencils, and a facsimile machine.



Sometimes travelers leave toiletry items such as toothbrushes, toothpaste, or hair dryers at home. Travelers often do not realize the items are missing until they need them and are searching for them. To resolve this problem, many hotels have available almost any item a guest might have left behind, including hair dryers, curling irons, and shoe polish. Some hotels have hair dryers installed in guest rooms. Some hotels also provide the latest amenity programs to attract guests.

Since the health and fitness trend began in the 1970s, more people are exercising on a regular basis and have special dietary preferences. When people travel, they want to continue their health habits so they do not lose what they worked hard to achieve. Noticing this trend, hotels began offering exercise equipment, saunas, and whirlpools in addition to their swimming pools.

Many lodging and food and beverage operations' customers are trendy. Hotels must keep up with the latest trends because eventually many of the trends will become long-term needs for people. At that point, hotels will be expected to provide services or facilities to satisfy those needs.

Hotel guests sometimes need transportation to and from locations such as the airport, bus station, or train station. If a hotel receives many guests from a particular institution, such as a university or hospital, the hotel may offer transportation to and from the hotel. The contract satisfies the hotel, institution, and guests; and the arrangement could create business referrals.

Once hotel guests have fulfilled their basic physiological needs, they need to feel like they are welcomed, comfortable, and safe at the hotel. They need to feel they belong and are accepted. The hotel employees can meet these needs through providing quality guest service, including the following:

- calling the guest by name and recognizing the guest throughout his or her stay
- smiling and expressing care and warmth
- welcoming the guests

- making the guests feel important

If hotel employees will provide these services, guests will feel like their needs are satisfied, they will enjoy their stay, and they will appreciate the hotel's hospitality. The hotel will benefit by having fewer problems and complaints and by receiving future repeat business and referral business.

NEEDS OF FOOD OPERATIONS' CUSTOMERS

Food and beverage operations' customers have needs including the following:

- hunger and/or thirst
- comfort and security
- attention
- satisfaction from service and food and beverages

Food and beverage operations' customers need to feel relaxed and comfortable with no fear of physical harm or damage to personal belongings. Providing a safe, comfortable, and sanitary atmosphere is important.

Customers want to know that servers are aware of their presence and needs as they occur. Food and beverage operations should stress to employees the importance of acknowledging customers immediately and remaining attentive to the customers' needs throughout the meal. Customers should feel they have received good quality food and service for the money they have spent.



Comment cards filled out by customers inform food and beverage operations' managers about their customers' needs, wants, and complaints. Most often, customers' comments are requests for lower prices and larger portions. Food and beverage operations can only comply with customer requests to a certain point, otherwise no profits can be gained. However, businesses occasionally receive important comments they can act more aggressively on, such as a service or food quality problem.

Just as hotels must stay informed about current trends and changes in people's lifestyles, so must food and beverage operations. To keep up with fitness and healthy diet trends, food and beverage operations including hotel restaurants are offering customers added menu items that are low in sodium, calories, and cholesterol or high in fiber. From fast-food restaurants to full-service restaurants, the

types of foods that medical research has shown to be best for human health are being served.

Customers also want a variety of food items from which to choose. New menu items may need to be added to attract more customers. Also, fine restaurants must keep up with the current prestige foods and beverages so that their menus can accommodate people with high status tastes and preferences.

The menus food and beverage operations develop to list foods they serve must change with time because a food operation's clientele changes. Society's mobility also adds to the need for menu changes. Not many restaurants can successfully maintain the same menu over a long period of time. By keeping up with trends and being attentive to customers' needs, food and beverage operations can satisfy their customers.

REASONS GUESTS AND CUSTOMERS HAVE NEEDS

Most reasons hotel and food and beverage operations' patrons have needs can be understood from Maslow's theory. If a person is thirsty or hungry, his or her body is showing signs that it needs nourishment. The person will search for food and water until he or she finds it and consumes it. People need sleep when their bodies become physically, emotionally, or mentally exhausted. To rejuvenate their bodies, people will search for shelter as a place to obtain rest.

People's lifestyles are most evident when they express needs. Lifestyle factors that influence the perception of need include the following:

- a person's place of residence
- a person's economic level and standard of living
- a person's expectations of the hotel, food operation, and other people
- a person's personality
- a person's need to satisfy his or her well-being

A need to one person may be a luxury to another person. Lifestyle can be a reason for some needs.

Another factor that explains reasons for customers' needs is their presence in the hotel or food operation as the result of their commitment to someone or something. People may travel and stay at a hotel because they are representing their company's business. Therefore, they have a commitment to their company. Their needs will reflect their business commitment. For example, the need by a businessperson for a copy machine reflects the guest's commitment or reason for staying at the hotel.

METHODS FOR MEETING GUEST AND CUSTOMER NEEDS

Hospitality businesses attempt to fulfill needs of customers and guests because their offered services are their reason for existence. Customers and guests pay hospitality services businesses to fulfill their immediate basic needs so that they can enjoy other experiences.

A hospitality business' ability to meet the needs of guests and customers evolves around the services the business offers, the staff's efficiency, and employees' attitudes.

When creating a hospitality business, the owner should do the following:

1. Find out what type of hospitality operation is lacking in the market area.
2. Find out if there is a need or want for the type of business.
3. If the need exists, create the type of business to fill the void.

While operating a business, the owner must realize that as times change, so do customers' preferences. Therefore, changes in services or menu offerings will be required occasionally in order to keep up with needs, demands, and trends. For example, restaurants today offer menu items that have less salt, fat, calories, and cholesterol; and they are offering some popular appetizers. Businesses must modify their offerings and services as customers' needs and wants change.

All employees must satisfy their guests' and customers' needs to be treated properly by making sure that all departments within the hospitality business communicate and function together efficiently. Good communication and teamwork helps a business give quality service. If hotel employees treat guests properly with quality service from checkin until checkout, the hotel is operating properly. The guests may also provide repeat business and referrals.

Department employees who normally do not see customers and guests are just as responsible for quality customer service as those employees who have daily contact with customers. For example, hotel guests want clean, fresh rooms to occupy, and the housekeeping department is responsible for providing clean rooms. Maintenance people should make sure all components of a guest's room are in good working order to ensure that guests' stays are comfortable and enjoyable, rather than frustrating because an air conditioner or television does not work properly. Also, it is important that housekeeping, maintenance, and front desk personnel work together to communicate about guest room problems that need immediate repair. The housekeeping department is responsible for alerting the maintenance department and front desk personnel when they notice problems in a guest room. The maintenance department is responsible for repairing the problem, and front desk personnel are responsible for not assigning a guest to the room while repairs are being made. If any of these departments neglects its communication, cooperation, and standards of performance, guests will complain.

Hospitality operations can meet customers' needs by hiring good employees and setting high standards for their performance. If employers begin with something good and develop it into something better, they will have good quality products, service, and employees.



Hospitality employers know the importance of the ability to perceive and satisfy customers' needs. Employers keep this ability in mind when hiring new employees. They hire people who smile, have positive and caring attitudes, and are capable of anticipating or perceiving customers' needs. Employers try to select employees who have potential and then train them to serve customers.

Thorough employee training is important in order to meet customers' needs. Employees must be trained to perform their duties, uphold standards of operation and service, simplify their work, handle customers, learn aspects about other departments' duties to better understand the overall operation, and abide by emergency and safety procedures. Employers know that training employees correctly produces quality service, products, and customer satisfaction.

Standards of service and products may include the following:

- required time limits to perform various duties
- mandatory immediate acknowledgment of customers
- required assistance to customers
- mandatory delivery of items at agreed time

Hotel and food and beverage operations' employees must display the image that is presented in all advertisements and brochures. If a business advertises a friendly atmosphere and employees, then employees should be friendly to customers and provide a comfortable atmosphere. Employees should make all requested arrangements and should offer guests and customers all services.

Employees or managers of hospitality businesses may improve customer satisfaction by asking customers and guests about the services received. As customers finish a meal or during a guest's stay at a hotel, hospitality managers have a good opportunity to improve customer relations and correct problems that may have occurred so that customers and guests may leave satisfied.

Points to Remember

- Maslow's Hierarchy of Needs theory has five levels that include the following:
 - physiological needs
 - safety needs
 - belonging and love needs
 - esteem needs
 - self-actualization needs
- Low-level needs must be met before the next higher level of needs can be realized. The first four levels of needs must be met in order for a person to meet the self-actualization needs. Lower-level needs, such as food or shelter, are first priority to fulfill before any other need or desire can be met.
- Hotels try to satisfy travelers' basic needs of sleep, food, water, and shelter.
- Hotel guests' needs include the following:
 - a clean, sanitary room to provide shelter and protection from disease
 - a comfortable bed to meet sleep needs
 - food and beverages to satisfy hunger and thirst
 - comfort at the hotel to satisfy belonging needs
 - information about hotel, city, and world events which is accessible through the media and hotel employees for fulfilling belonging needs
 - drycleaning and laundering facilities to meet clothing needs
 - available toiletries, hair dryer, and other items which improve esteem needs
 - available transportation to fulfill safety, belonging, and esteem needs
- Some needs of guests and customers are based on their reasons for being at the hotel or food operation.
- Hotels should keep up with trends because eventually many trends will become long-term needs for people. At that point, hotels will be expected to provide the services or facilities to satisfy those needs.
- Guests need to feel like they are welcomed, comfortable, and safe at the hotel. They need to feel they belong and are accepted. Hotel employees can meet these needs through providing quality guest service, including the following:
 - calling guests by name and recognizing them throughout their stay
 - smiling and expressing care and warmth
 - welcoming guests
 - making guests feel important
- Food and beverage customers' needs include the following:
 - hunger and/or thirst
 - comfort and security
 - attention
 - satisfaction from service and food and beverages
- Lifestyle factors that influence the perception of needs include the following:
 - a person's place of residence
 - a person's economic level and standard of living
 - a person's expectations of the hotel, food operation, and other people
 - a person's personality
 - a person's need to satisfy his or her well-being
- A need to one person may be a luxury to another person.
- A customer or guest's presence in the hotel or food operation may be the result of his or her commitment to someone or something. This commitment is the reason for the need of hospitality services.

- A hospitality business' ability to meet the needs of guests and customers evolves around the services the business offers to customers, the staff's efficiency, and employees' attitudes.
- When creating a hospitality business, the owner should do the following:
 - Find out what type of hospitality operation is lacking in the market area.
 - Find out if there is a need or want for the type of business.
 - If the need exists, create the type of business to fill the void.
- Changes in services or menu offerings will be required occasionally in order to keep up with needs, demands, and trends.
- All employees must satisfy customers' needs to be treated properly by making sure all departments within the hospitality business communicate and function together efficiently.
- Departments that normally do not see customers are just as responsible for quality customer service as those who have daily contact with customers.
- Hospitality businesses can meet customers' needs by hiring good employees and setting high standards for their performance. If employers begin with something good and develop it into something better, they will have good quality products, service, and employees.
- Employers hire people who smile, have positive and caring attitudes, and are capable of anticipating or perceiving customers' needs. Employers try to select employees we have potential and then train them to serve customers.
- Employees or managers of hospitality businesses may improve customer satisfaction by asking customers and guests about the services received.

Words to Know

belonging and love needs
esteem needs
Maslow, Abraham H.
Maslow's Hierarchy of Needs
physiological needs
safety needs
self-actualization needs

Questions for Review

1. What is Maslow's Hierarchy of Needs theory? Why is it important?
2. What are the needs of hotel guests and food operation customers?
3. Why do guests and customers have needs? Why do they use hotels? food and beverage operations?
4. What factors influence a guest's or customer's perception of needs? Why do these factors have such an influence?
5. What steps should a business owner take when trying to create a hospitality business? Why?
6. What trends are affecting the hospitality industry today? How are they affecting the industry? Why must hotel and food and beverage operations keep up with certain trends?
7. How can hospitality employees help satisfy a guest's or customer's needs?



8. How can a hospitality employee's perception and anticipation help satisfy guests' or customers' needs?
9. Why are service, performance, and product standards important in hospitality operations?
10. How can managers improve customer satisfaction?

13

Techniques for Complaint Resolution and Guest and Customer Service

ESSENTIAL ELEMENT

- Apply techniques for complaint resolution and guest/customer service.(v3C)

OBJECTIVES TO ACHIEVE

- Identify methods of resolving conflicts between guests or customers and hospitality services employees.
- Describe guest and customer service.
- Outline the importance of guest and customer service in relation to successful business operations.
- Describe methods of setting standards of customer service.

An important aspect of a successful hospitality business is its ability to provide superior customer service. If a business fails to provide good customer service, it will not succeed.

A trend in the hospitality service industry is for businesses to make systematic approaches to resolving complaints and providing guest and customer service. This systematic approach begins with management and employee training in these areas. This approach has emerged as a result of technology, computerization, and hurried lifestyles that have produced large amounts of information and decisions to be processed. Another reason this systematic approach has become widespread is because the hospitality industry is facing a shortage of service employees—college-aged young adults. This shortage of workers is occurring because the baby boomer generation is aging, maturing, and leaving service positions for higher positions in companies. A *baby boomer* is a person who was born during the years following World War II when there was a great increase in the birthrate. There are not as many young adults available to fill these service jobs as there were a few years ago. It is predicted that this labor trend will cause the hospitality industry to experience a 25 percent labor shortage by the year 2000. Labor shortages will continue until about 2008 when the baby boomers' children will enter the job market.

Because there are fewer people to hire, businesses have researched the feasibility of replacing employees with automated machines and computers. Another alterna-

tive is to hire handicapped people and senior citizens. Whatever method hospitality businesses select, they must be able to handle the workload and provide the service guests and customers need.

Hospitality companies also are predicting that the cycle of baby boom, labor shortage, and another baby boom will continue for many decades and generations. Therefore, the periods of labor shortages and periods of excess workers will be encountered again.

METHODS OF RESOLVING CONFLICTS

Complaint resolution should begin before the customer actually makes a complaint. Employees should learn to identify and correct customer problems before they become complaints. Employees can do this by noticing the customer's attitude, tone of voice, and body language. Hospitality businesses want employees to be observant and notice clues that indicate that a customer needs assistance, such as the following:

- customers tapping their fingers on a table or counter
- customers looking around for assistance
- customers dropping flatware on the floor
- customers rattling ice in a glass
- expressions on a customer's face
- customers entering a doorway looking like they have had a difficult day
- how customers look at their food

Employees who notice these signs can approach customers and offer assistance. In addition to assisting customers, employees may ask customers about their day. This makes the customer feel like the employee cares, gives the employee the opportunity of providing more service, and allows the customer to leave in a better mood. These customers should be treated with sensitivity.

Some customers who have complaints about a product or service do not inform the business that there is a problem. These customers leave without saying anything. By observing customers' body language, employees may sometimes detect a problem. The steps for resolving problems include the following:

1. Identify the customer's problem or source of complaint.
2. Identify the customer's idea of what should be done to correct the problem.
3. Analyze the problem and think of possible solutions the business can implement.
4. Discuss solutions with the customer.
5. Make an agreement about how the problem will be resolved.
6. Implement the decision.
7. Determine if the action taken satisfied the customer and solved the problem.
8. If the customer is satisfied with the results, thank the customer for bringing the problem to the business' attention, and ask the customer to give the business another chance.
9. If the customer is not satisfied, discuss the situation with the customer again to find another way to solve the problem and satisfy the customer.
10. Implement the action.
11. Determine if the action solved the problem and satisfied the customer.
12. Repeat steps as necessary.
13. Send a follow-up letter apologizing for the problem and asking the customer to try the business again.

Hospitality businesses and their employees should do whatever possible to correct problems. However, other customers should not be neglected. During a busy period, employees should ask a manager to handle customer complaints so that other customers are not neglected.



In lodging operations, a manager or employee should discuss a complaint with a guest in a private area. In food and beverage operations, the matter should be discussed quietly at the customer's table to keep from disturbing other customers or embarrassing the business. Hospitality businesses may receive many complaints unless they strive to satisfy customers.

Food and beverage operations have policies and standards that specify ways to handle difficult situations and customer complaints. These policies address many situations including complaints about undercooked food or food that is not hot enough. These procedures in some food and beverage operations may state that servers should ask kitchen personnel to cook food longer or to prepare the food item again for the customer. Other policies and procedures exist for food that is overcooked.

Food and beverage operations also have policies and procedures for dealing with other customer complaints. For example, if a customer had to wait an unusually long time for a meal, the manager may buy the meal for the customer. These policies and procedures give managers and employees a guide to follow when difficult situations occur. Managers must follow policies and procedures and keep customers happy.

Just as food and beverage operations have policies, so do lodging operations. These policies state procedures employees and managers should follow in various situations. Employees should not become involved in serious or recurring customer problems, but should notify a manager to assist the customer.

Because several employee shifts may be on duty during a guest's stay, all hotel front desk employees should be made aware of problems. Front desk personnel may record information on a guest's room folio and front desk log. Every front desk employee and manager who has access to the guest's folio and the log book will have current information about problems that have occurred and can be able to continue to satisfy the guest. If problems continue to exist, a front desk clerk can alert a manager immediately to discuss the situation with the guest.

Before a manager tries to resolve a complaint, he or she should obtain information about the situation from the employee who discovered the problem. Managers can approach problems with more authority and more options to use to resolve the problem. Managers have the authority to offer complimentary items, gift certificates, and discounts on rooms or meals.

Some hospitality managers may send follow-up letters to guests who were involved in complaint situations. A letter gives a personal touch and shows the business really does care about its customers.

Most hospitality businesses want to receive feedback from customers to learn good and bad opinions about products and services. Feedback may be obtained by supplying customers with comment cards and encouraging them to express their opinions. Some people are more comfortable with writing their opinions or complaints than voicing them.

Complaint resolution is an important part of hospitality businesses' customer service programs. Many employee training programs require training in complaint resolution before new employees are allowed to begin their duties. The reasons employee training is learned include the following:

- There is competition between businesses for customers.
- Business owners and managers realize that customers prefer a human, personal touch in all transactions with the hospitality business, especially in resolving problems.

GUEST AND CUSTOMER SERVICE

Guest and customer service is the act of giving customers what they need in a timely manner by attending to all details that would make their experience pleasant and satisfying. Important aspects of customer service include the following:

- having a positive, helpful attitude when attending to customers
- making sure the customer's experience is pleasant
- taking care of customer problems in a way that is least inconvenient for the customer

Service includes all the particular methods of performing various customer-oriented tasks in hospitality businesses. In food and beverage operations, service includes all the methods employees use to greet customers, take orders, serve food, inquire about customer needs, and present food. Guest and customer service may include food service and time limit standards. In order to provide quality customer service, hospitality employees should do the following:

- Strive to please customers.
- Be observant and anticipate customer needs.
- Be personable, polite, caring, cordial, and helpful to customers.
- Understand the job.
- Remember customers' requests and satisfy them quickly.
- Make sure all menu items or services are available.
- Know ingredients and cooking specifications for each menu item or know each service offered at the business.
- Be quick, neat, and efficient in all duties.
- Remember that behavior has a direct effect on income (tips and business success) each day.



An employee's manner, appearance, and language are part of customer service. Customers do not want to be served by employees who offend them. A business' image is represented by its employees. Businesses do not want their image to be considered sloppy because their employees' behavior, appearance, and language are unpleasant.

IMPORTANCE OF GUEST AND CUSTOMER SERVICE

One important aspect of customer service is the way problems and complaints are resolved. If problems are managed well, customers will believe that the business cares about customers' needs and opinions. If problems and complaints are handled poorly, customers will not be satisfied, will not return, and may tell other people about their experiences. This word-of-mouth publicity can give a business a bad reputation.

One of the best forms of advertising is word-of-mouth. **Word-of-mouth communication** involves a personal communication regarding an opinion about a product, service, or business. Word-of-mouth communication establishes reputations for products, services, or businesses. Customer service is one of the most important factors that influences people's perceptions of a business. Word-of-mouth communications may be positive or negative. Positive communication is helpful for the success of a business or product and usually indicates good customer service. Negative word-of-mouth communication may hinder the success of a product, service, or business and usually stems from poor customer service.

For example, guests who enjoy their experiences at a hotel will speak favorably about the hotel to their friends. This word-of-mouth communication can provide positive advertising for the hotel. The guests may stay there again and encourage their friends to stay there. Guests who do not enjoy their experiences at a hotel will not give repeat business and will discourage their friends from staying at the hotel. This negative word-of-mouth communication may harm the business.



Hospitality business owners and managers prefer positive word-of-mouth communication. Ways employees can ensure positive word-of-mouth communication and a positive reputation include the following:

- Maintain and improve the quality of customer service.
- Promptly correct customer problems to the customer's satisfaction.
- Make customers feel important.
- Demonstrate to customers that their problems, concerns, and opinions are important.

Personalized customer service is important to a business' success. Automation seemed cost-effective to hospitality operations when they were first introduced and used in many businesses. With increasing labor shortages and labor costs, hospitality business owners believed machines would help relieve some of the workload and cost less than hiring an employee. However, the technological advances for lodging operations often removed human contact.

Today hotel owners and managers realize guests prefer human contact in customer service instead of automation. It is predicted that the businesses that provide personal contact in customer service will be the most successful in the future.

People usually have an idea about the service that should be provided in various types of hotels and food operations. If hospitality operations deviate from customers' expectations, the customer may become unhappy. If customers are not satisfied with a hotel or food operation's service, they will not return. Instead, they will give their business to a competitor. Customers will patronize businesses in which good value and quality service exists.

Competition for customers is high among hotels and food operations. The businesses that extend more personal involvement with customers and react to complaints and problems aggressively will be most successful. Managers in these businesses want to know how customers feel about their businesses, services, and products.

METHODS OF SETTING GUEST AND CUSTOMER SERVICE STANDARDS

Guest and customer service standards developed by hospitality business' managers and owners help ensure smooth business operation and quality products and services. These standards establish a level of excellence and a

measure of quality or quantity. Standards are developed to assist customers and are usually developed with original business plans. Standards may be changed as the business grows and prospers. Often, standards may be established or improved as a result of customer complaints and suggestions and the ability of the business to serve its customers.

Examples of standards at hospitality operations may include the following:

- Hotel housekeepers must clean fifteen rooms per day. Each room should be cleaned in less than twenty-five minutes. All room components must be cleaned and displayed according to policies stated in training manuals and as demonstrated during training.
- Soup must be heated to 160 degrees so that it is hot enough for customer expectations and heated enough to kill food-borne organisms.

Changes in technology make it necessary for new standards to be developed. For example, cable television was produced as a result of new technology. As a few hotels began offering cable television for their guests, others had to follow in order to keep up with their competition's amenities. Today, most hotel standards for guest services include cable movie channels. Also, high maintenance standards are established for the condition of televisions and cable reception. When standards are not enforced, customers begin to complain.

Hospitality businesses should constantly try to increase standards rather than be satisfied meeting minimal requirements. Many general managers raise their business' standards when present standards have been consistently achieved. Sometimes standards established at one unit of a chain organization evolve into company policies other units must implement.

Points to Remember

- Successful hospitality services businesses provide superior customer service.
- A baby boomer is a person who was born during the years following World War II when there was a great increase in the birthrate.
- One important aspect of customer service is the way problems and complaints are resolved. If problems are managed well, customers will believe that the business cares about customers' needs and opinions.
- The steps for resolving problems include the following:
 - Identify the customer's problem or source of complaint.
 - Identify the customer's idea of what should be done to correct the problem.
 - Analyze the problem and think of possible solutions the business can implement.
 - Discuss solutions with the customer.
 - Make an agreement about how the problem will be resolved.
 - Implement the decision.
 - Determine if the action taken satisfied the customer and solved the problem.
 - If the customer is satisfied with the results, thank the customer for bringing the problem to the business' attention, and ask the customer to give the business another chance.
 - If the customer is not satisfied, discuss the situation with the customer again to find another way to solve the problem and satisfy the customer.
 - Implement the action.
 - Determine if the action solved the problem and satisfied the customer.
 - Repeat steps as necessary.
 - Send a follow-up letter apologizing for the problem and asking the customer to try the business again.
- Hospitality businesses and their employees should do whatever possible to correct problems; however, other customers should not be neglected.
- Complaint resolution is gaining importance in customer service and employee training programs because of the following reasons:
 - There is competition between businesses for customers.
 - Business owners and managers realize that customers prefer a human, personal touch in all transactions with the hospitality business, especially in resolving problems.
- Complaint resolution should begin before the customer actually makes a complaint known. Employees should learn to identify and handle customer problems before they become complaints.
- Customer or guest service is giving customers what they need in a timely manner by attending to all details that would make their experience pleasant and satisfying.
- Important aspects of customer service include the following:
 - attending to customers with a positive, helpful attitude
 - making sure the customer's experience is pleasant
 - taking care of customer problems in a way that is least inconvenient for the customer
- Hotel and food operation customers prefer personable service, human contact, and personal attention instead of self-service automation.
- The public will give its business where it perceives good value and quality service exists. Most businesses want the public to believe that the business' service is better than that of its competitors.

**Words to
Know**

**Questions
for Review**

- In order to provide quality customer service, hospitality employees should do the following:
 - Strive to please customers.
 - Be observant and anticipate customer needs.
 - Be personable, polite, caring, cordial, and helpful to customers.
 - Understand the job.
 - Remember customers' requests and satisfy them quickly.
 - Make sure all menu items or services are available.
 - Know ingredients and cooking specifications for each menu item or know each service offered at the business.
 - Be quick, neat, and efficient in all duties.
 - Remember that behavior has a direct effect on income (tips and business success) each day.
- Word-of-mouth communication is a form of advertising which involves a personal communication regarding an opinion about a product, service, or business. Word-of-mouth communication may be positive or negative for a business.
- Ways employees can ensure positive word-of-mouth communication and a positive reputation include the following:
 - Maintain and improve the quality of customer service.
 - Promptly correct customer problems to the customer's satisfaction.
 - Make customers feel important.
 - Demonstrate to customers that their problems, concerns, and opinions are important.
- Most hospitality businesses want to receive feedback from customers in order to learn good and bad opinions about products and services. Feedback may be obtained by supplying customers with comment cards and encouraging them to express their opinions.
- Guest and customer service standards developed by the hospitality business' managers and owners help ensure smooth operation and quality products and services.
- When standards are not enforced, customers begin to complain.

baby boomer
guest and customer service
word-of-mouth communication

1. What is customer service?
2. Why is customer service important?
3. What should hospitality services employees do to provide quality customer service? Why is each action important?
4. How should complaints be resolved?
5. What happens when complaints are managed correctly? poorly?
6. How can customer feedback help a hospitality services business?
7. Why are standards important? What occurs if standards are not enforced?
8. How can word-of-mouth communication influence a business' success.

14

Front Office Procedures of Hotel Operations

ESSENTIAL ELEMENT

- Identify front office procedures.(v4A)

OBJECTIVES TO ACHIEVE

- Review the responsibilities of front office employees.
- Summarize qualities of successful front office employees.

The front office is the center of a hotel operation. It is the place where hotel employees and guests interact. It is the communication center of the hotel. The front desk clerk is the visible representative of a hotel operation. Front desk clerks provide information for guests and employees and coordinate the activities of all hotel departments. The front desk clerk performs not only clerical duties, but also human relations and sales duties. A front desk clerk must know the entire hotel well in order to sell the hotel experience and meet individual guests' needs. First and last impressions hotel guests receive usually originate at the front office. Front office employees' interaction with a guest determines whether or not the guest enjoys his or her experience at the hotel.

RESPONSIBILITIES OF FRONT OFFICE EMPLOYEES

The hotel front office staff performs several duties, including the following:

- practicing public relations with guests
- registering, checking in, and checking out guests
- processing guest reservations
- collecting payments
- performing bookkeeping for each shift
- auditing daily transactions to ensure everything balances before daily ledgers are sent to the accounting office
- posting room tax to each guest folio
- providing wake-up calls for guests
- providing tourist and hotel information to guests
- transporting guests to and from transportation stations and meeting sites
- handling guests' luggage and personal belongings
- handling guests' messages and mail
- handling other personal requests, service arrangements, and complaints

Because the front office acts as a communication center, front office employees must know about everything going on at the hotel. They perform the following duties:

- alert housekeeping of vacant, dirty rooms as guests check out
- alert maintenance of reported repair problems
- alert the security department of security violations, fires, or problems
- communicate with other departments within the hotel to obtain guest charges which are then posted to the guest or room's folio
- work with the group sales department to plan for room reservations and special rates and services promised to large groups
- work with the catering department to plan for special events or needs involving both catering and front office departments
- give food and beverage divisions the projected daily and weekly room sales forecasts which helps chefs plan and purchase adequate supplies for the number of potential guests
- obtain information for informing guests about daily specials and special events
- work with the accounting department regarding the budget, bookkeeping, guest charges, and guest credit
- work with marketing or sales and catering departments to prepare for public relations and promotions campaigns
- work with management regarding guest and departmental problems

Making Reservations

When a person calls to reserve a guest room, the front desk clerk checks the availability of rooms on a room chart for the date the customer needs the room. A **reservation** is an arrangement by which a room is kept until requested. The room chart lists the rooms available for the specific date, including the number and type of rooms available. The room chart may be available on a computer program. After checking the chart, the front desk clerk can inform the prospective guest about the availability of rooms. If the prospective guest decides the accommodations are acceptable, he or she will ask the front desk clerk to make the reservation. The front desk clerk will ask the person to give information such as his or her name, address, telephone number, and type of reservation preferred. If the reservation is being made for a business trip, the desk clerk will need to know the guest's company name, address, and telephone number.



Hotels accept two types of reservations—guaranteed and not guaranteed. A guaranteed reservation is one for which a hotel guarantees to reserve a room and the guest makes a commitment to pay for the room even if he or she does not arrive to stay in the room. A guest may guarantee a reservation by providing a credit card number. The hotel will not charge any services to the credit card unless the guest does not check in and does not notify the hotel of any change in plans. If a guest does not cancel a reservation or does not check in, he or she will be billed for one night plus room tax as a "guaranteed no-show."

A reservation that is not guaranteed is one that is canceled at a certain time if the guests have not arrived. Reservations are usually canceled at 6:00 p.m. if a guest has not checked in. This type of reservation allows the hotel time to rent the room to another guest. The guest who made the reservation is not charged for failing to fulfill the reservation.

Many chain hotels have central reservation offices which process reservations for all the hotels in a chain. This system allows guests to make reservations at any hotel in the chain by dialing the central reservation office's toll-free telephone number.

After the guest has completed a registration card, the front desk clerk will assign the guest to a room and provide a room key or key card. The clerk also

may suggest how to find the room and answer requests for information and directions to local sites, restaurants, shopping centers, hospitals, convention centers, and tourist areas. Well-trained front desk clerks will know this information and will present it in a way that will help a person easily find his or her way. Providing local information is an important service hotels offer their guests.

Checking In Guests

Checkin is the time when a person checks in at a hotel. When a person enters a hotel and asks for a room, the front desk clerk should first ask if the person has a reservation. If the person does not have a reservation, the front desk clerk should ask what type of accommodation is needed, such as a single, double, king, or suite. If a room is available to fit the person's needs, then the front desk clerk begins registering the guest by asking the person to fill out a registration card. A **registration card** is a card that gives the hotel information about the guest, such as name, address, telephone number, place of employment, date, and other important information. While the guest fills out the card, the front desk clerk should ask the guest how many people will stay in the room, how many nights they plan to stay, and whether payment will be made with cash, check, traveler's check, or credit card.

When guests pay with cash, the front desk clerk usually collects payment for at least part of the stay, posts the payment on the guest or room folio, and gives the guest a temporary receipt showing the amount paid. If the guest uses a credit card to pay the bill, the front desk clerk copies the credit card account number to a **credit card voucher** (a receipt or statement) used to report the charges a guest accumulates. Some hotels also write the credit card number on the back of the guest folio (an identifying reference assigned to guests and their room numbers for the purpose of posting charges) or registration card for future reference. Sometimes hotel employees must refer to past guest folios for credit information or information about problems that occur after a guest has checked out. No charges should be posted to credit card vouchers until guests verify all the charges accumulated during their stay and sign the voucher.

To determine the status of credit card accounts, many businesses use a machine that is connected by telephone lines and computers to a credit card approval office. A credit card's magnetic strip is passed through a slot in the machine. The machine reads information about the account from the magnetic strip. An employee enters codes into the machine which transmit required information. If the account is in good standing, the machine gives an approval number. If the account is not approved, the machine will respond with a code number or words that indicate a denied account. Employees write approval numbers on credit card vouchers. The machine can approve or deny a credit card account in seconds. Before this machine was implemented, front desk clerks searched through a book of denied account numbers to see if a customer's account number was listed.

Providing Wake-up Calls



Front desk clerks, night auditors, and telephone operators accept guests' wake-up call requests. A **wake-up call** is a telephone call to a guest's room to help him or her awaken at a requested time. To make requests for wake-up calls, guests call the front desk and ask to be awakened with a call at a certain time. The front office employee accepts the request and makes note of the guest's name, room number, and time to be awakened on a wake-up call schedule sheet. The front office has a timer alarm clock that can be set to go off many times a day in fifteen minute intervals. The employee lists on the schedule sheet or enters into a computer program all guests' names and room numbers that want to be awakened at a certain time. The employee sets the alarm clock to alert the operator or

computer to make the wake-up calls. The schedule sheet is divided into sections marked in fifteen minute intervals. Each section has space to list all the guests to be awakened at each fifteen minute interval.

For example, suppose three guests call the hotel operator requesting wake-up calls at 6:15 a.m. The next morning at 6:15 a.m., the alarm alerts the operator to make wake-up calls. The operator calls each guest room listed on the schedule sheet. The operator calls each guest room, states the guests' names, and tells them the purpose of the call. "Ms. Bergin, this is your 6:15 a.m. wake-up call."

Operators often call guests by their names when waking them as a courtesy to the guest and to give a personal touch to the service. Some hotels use a computerized wake-up call service connected to the hotel's telephone lines. Front office employees program wake-up messages, room numbers, and times for making calls into the computer each evening. At the appropriate time, the timer signals the computer to call each guest that requested a wake-up call. The computer wake-up system is voice activated. As soon as a voice responds on the guest's end of the telephone line, the computer plays its recorded wake-up call message. Automation of the wake-up call service may reduce the number of calls an employee must make; however, some guests may not appreciate being awakened by a recorded message. Some guests may prefer to be awakened with a personal message from a hotel employee.

Performing Bookkeeping Duties

When employee shifts change, each shift must make sure all charges, cash transactions, and cash deposits balance with the bookkeeping totals recorded during the shift. Hotels with computer systems can use computer programs for bookkeeping and cash management.

All credit card charges should be posted to credit card vouchers, and approval numbers received from a credit card approval office should be written on the vouchers. The vouchers should be given to the auditor after the credit card total balances with the recorded total. The auditor verifies the accuracy of financial records. Hotels' computer programs help keep current totals for each shift.

All front desk shifts total and balance guests' bills, cash, credit card vouchers, checks, and travelers' checks to figure amounts to deposit. These deposits should match the cash register tape total or computer bookkeeping total. If the totals balance, the shift's front desk clerks post the charges on their shift report. If the totals do not balance, the shift's front desk clerks must determine why the amounts differ. Many different mistakes can cause the amounts to differ. An employee may have transferred numbers incorrectly on a credit card voucher, or an employee may not have counted the money correctly. Mistakes must be corrected and all possible solutions to balancing checked before a new shift may begin work. A computerized method of bookkeeping provides fewer chances for error than the manual bookkeeping method. Night auditors review and calculate all charges and revenue each night for each shift.

Checking Out Guests

Checkout is the time by which a guest must check out of a hotel by returning the room key, paying outstanding charges, and leaving the hotel. When a guest checks out of a hotel, he or she usually tells the front desk clerk the room number and returns the key or key card. To confirm that the room number and guest correspond, the clerk should take the guest's folio from the bucket and check the guest's name and room number. The front desk clerk should ask the guest to verify the charges posted to the folio and the amount he or she owes. At this point, the front desk clerk should ask the guest if there are any last minute charges that have not been posted to the bill. After obtaining these charges, the



front desk clerk totals the bill, accepts final payment, or asks the guest to sign the credit card voucher. The front desk clerk closes the guest's account and folio, thanks the guest for staying at the hotel, changes the room's status, and notifies the housekeeping department that the room is ready to be cleaned.

If a hotel uses a computer checkout system, the front desk clerk checks the computer's entry for the name assigned to the room number. The clerk should verify the guest's name and room number. This process allows the front desk clerk to make sure the guest and room key correspond. The front desk clerk should make a copy of the charges posted to the guest's folio and the remaining amount owed. The guest should verify the charges and pay the balance of the account. The front desk clerk should enter the transaction into the computer, and the computer should display a zero balance on the folio when the clerk enters the checkout command.

All registration cards and folio originals should be filed and stored for reference for about four to seven years. Registration cards are legal contracts with guests' signatures. Occasionally these cards are referred to when questions arise about refused credit charges, police investigations, and other reasons. Registration cards often are stamped with checkin and checkout times and dates and are initialed by the front desk clerk that completed the transactions.

Sometimes police detectives investigate people who may have been guests at the hotel. Registration cards give names of guests, dates they were at the hotel, automobile information, and addresses that may assist police in an investigation.

Sometimes guests contact credit card companies to refuse hotel charges on their credit statements. Credit card companies contact hotels to verify whether or not the person stayed at the hotel. Hotels check their registration card files to verify this information and to see if the customer signed the registration card. If the guest signed the card with the charges listed, the credit card company is assured that the person did stay at the hotel and did incur the charges. The credit card company bills the person again for the charges.

Resolving Complaints

Hotel guests often express complaints to front office employees about the hotel, its services, an employee, or other guests. Front desk clerks must handle the situations diplomatically, always keeping guest satisfaction a priority. Owners of hotel operations expect their employees to listen to complaints without interruption and to list the details on paper. Employees should try to understand the guest's point of view, clarify the details, and restate the complaints to the guest to be sure the problem is fully understood.

If a problem can be easily resolved, an employee may offer a solution and handle the situation in a sincere manner. The manager should resolve serious problems. Owners and managers of hotel operations expect employees to inform a manager about complaints before introducing him or her to the guest. In all cases, employees and managers should thank guests for expressing complaints. Follow-up letters or phone calls may be helpful to make sure problems are resolved to guests' satisfaction. Additional problems should be reported to a manager.

Complaints usually are recorded in a front desk log which all front desk employees should read to be informed about special situations. Employees who are expected to come in contact with a guest that has had a problem should be informed about the complaint and the action taken to correct the problem. By informing employees of the problem, the hotel staff can be more sensitive and provide service to help satisfy the guest's needs. Employees can also determine if a problem has been solved to the guest's satisfaction or if more action is needed.

QUALITIES OF SUCCESSFUL FRONT OFFICE EMPLOYEES

Because front office employees are the employees guests have contact with most during their stay, they should have friendly, outgoing personalities and should conduct themselves in a professional manner that represents the hotel well. As stated earlier in the chapter, front office employees' service and behavior form a guest's first and last impression of the hotel.

A healthy, friendly appearance is important in the hospitality services industry to assure guests that they will receive quality service. Front office employees should be neatly groomed at all times. Many employees wear uniforms. Front office employees are expected to wear clothing that is clean and neatly pressed.

Owners and managers of hotel operations seek happy, honest, dependable, trustworthy, and respectable people to fill positions in the front office. Most hotels do not want front office employees to start or promote gossip, to conduct themselves improperly, or to give guests negative impressions of the hotel.

Front office employees must be able to communicate and get along with all hotel employees, managers, and guests. These employees should know and follow the chain of command when guest, personal, or work-related problems arise. Their work should appear neat and professional. If their work is sloppy, some managers and outside business clients may get the impression that the employee does not know what he or she is doing. Thus, the hotel could lose future business.

Guests expect to see employees with friendly, outgoing personalities working at hotels. Guests want to feel they are being treated as friends and not as strangers. Guests want to receive sincere "I care" attitudes from all hotel employees, especially front office employees.



Points to Remember

- A hotel's front office is the center of its operation. This communication center provides information for guests and employees and coordinates the activities of all hotel departments. A hotel guest's first and last impressions of the hotel usually originate at the front office. Front office employees' interaction with guests determines whether or not guests enjoy their experiences at the hotel. The front desk clerk is the front office employee who interacts with guests most. He or she is the focus of the hotel operation.
- The hotel front office staff is responsible for the following duties:
 - processing guest reservations
 - registering, checking in, and checking out guests
 - collecting payments
 - performing bookkeeping for each shift
 - auditing daily transactions
 - providing wake-up calls for guests
 - providing tourist and hotel information
 - handling guests' belongings, messages, mail, and personal requests
 - alerting the housekeeping department of vacant, dirty rooms
 - alerting the maintenance department of repair problems
 - alerting the security department of security problems
 - obtaining guest charges from other departments
 - working with the sales and catering departments to coordinate group reservations and special events
 - giving departments projected sales figures
 - informing management of problems
- Hotels accept reservations that are guaranteed and reservations that are not guaranteed.
- Checkin is the time when a person checks in at a hotel.
- To determine the status of a credit card account, hotels use a machine connected by telephone lines and computers to a credit card approval office. The machine processes information on a guest's credit card, transmits the information through telephone wires, and gives a response indicating whether or not the credit card has been approved for acceptance.
- Well-trained front desk clerks provide easy, accurate information to guests for finding hotel features, guest rooms, and local sites.
- Wake-up calls help guests awaken at requested times. Hotels may assign a telephone operator or a computer to make wake-up calls to guests.
- Each front office shift must make sure all charges, cash transactions, and cash deposits balance with the bookkeeping totals recorded during the shift before a new shift can begin work. Night auditors review and calculate all charges and collected revenue each night for each shift.
- Checkout is the time by which a guest must check out of a hotel by returning the room key, paying outstanding charges, and leaving the hotel.
- All registration cards and guest room folio originals are filed and stored for reference about four to seven years. Occasionally they are referred to when questions arise about refused credit charges, police investigations, or other reasons.
- When hotel guests express complaints or problems, employees should handle the situations diplomatically and follow hotel policies and procedures. Employees also must keep guest satisfaction a priority. Complaints usually are documented in a front desk log.

Words to Know

checkin
checkout
credit card voucher
registration card
reservation
wake-up call

Questions for Review

- Front office employees are the employees guests have contact with most during their stay. These employees are expected to have friendly, outgoing personalities and to conduct themselves in a professional manner. Guests will form their first and last impressions of a hotel by their impressions of front desk employees.

1. What are the responsibilities of front office employees?
2. Why are the responsibilities of front office employees important to a hotel operation?
3. What is expected of front office employees?
4. Why is a hotel's front office considered the center of the hotel operation?
5. Why is the front office considered the hotel's communication center?
6. Why do front office employees have to know about everything going on in the hotel?
7. Why do people make hotel reservations?
8. What are the two types of reservations hotels accept, and what are the differences between them?
9. Why must each shift's bookkeeping records balance with all transactions and deposits before a new shift can begin work?
10. What must guests do at checkout?
11. How should employees handle complaints?

15

Departmental Functions in Hotel Operations

ESSENTIAL ELEMENT

- Explain typical departments and functions.(v4B)

OBJECTIVES TO ACHIEVE

- Describe the rooms division, its functions, and responsibilities of its staff members.
- Review the engineering division, its functions, and duties of its staff members.
- Discuss the marketing division, its functions, and responsibilities of its staff members.
- Explain the food and beverage division, its functions, and duties of its staff members.
- Describe the accounting division, its functions, and responsibilities of its staff members.
- Discuss the personnel division, its functions, and duties of its staff members.

Successful hotel operations require teamwork, cooperation, and good communication among all employees. When all employees know the hotel's goals, understand each department's needs and responsibilities, understand how each department's work affects the others, and work together as a team, the hotel can operate smoothly.

Hotel operations are divided into the front-of-the-house or rooms division, food and beverage division, marketing division, engineering division, accounting division, and personnel division. Hotel departments also may be classified as revenue centers or support centers. *Revenue centers* are those departments which produce income for the hotel by selling products or services to guests. Examples of revenue centers include the front desk, sales and catering, and restaurant and beverage outlets. *Support centers* are departments that maintain the overall hotel operation by providing the services needed to keep the hotel functioning at full potential and attracting guests. Examples of support centers include engineering, housekeeping, security, personnel, and accounting departments.

ROOMS DIVISION

The **rooms division** consists of the front office, service, security, and housekeeping departments. This division provides almost all the guest services expected of hotels.

Front Office Department

The **front office department** is responsible for reservations, registration, room assignments, room status, payment collection, telephone or PBX operation, departmental bookkeeping, and deposits. The employees of this department have more interaction with guests than any other department. The front office is managed by the front office manager.

Front Office Manager – The **front office manager** supervises front office operations including reservations, registration, guest checkin and checkout, PBX or telephone operations, bell service, departmental budgeting and accounting, and front office personnel. Front office managers also prepare weekly estimates of the number of reservations and rooms the hotel expects to fill. These estimates are distributed to other departments and personnel within the hotel, such as the kitchen and the general manager's office. The estimates help department managers develop employee work schedules to accommodate the projected workload. Projections also help executive chefs plan food purchases and food preparation amounts.

Front office managers also may do the following:

- train front office employees
- build and maintain employee morale
- fill in as front desk clerk
- receive and resolve guest complaints
- maintain current information on hotel marketing programs
- schedule staff according to estimated needs
- monitor all aspects of the front office

An assistant manager or front desk supervisor may assist the manager.



Front Desk Supervisor – A **front desk supervisor** assists the front desk manager in supervising all front desk operations. Duties of front desk supervisors include the following:

- checking the bucket daily
- resolving complaints and problems with front desk employees and the bell staff
- adjusting staff schedules
- making sure each shift's bookkeeping records balance
- training front desk clerks
- handling guests' problems and complaints and forwarding these to a manager
- making sure registration cards are filed daily
- informing the front office manager of problems

Front Desk Clerks – Employees who perform the duties of front desk clerks may have many different titles depending on hotel officials' preferences. Titles may include front desk service representative, guest service representative, and front office clerk. A **front desk clerk** is an employee whose job is to provide prompt, friendly, and efficient service to all hotel guests in a professional manner. In many hotels, a front desk clerk's duties include the following:

- registering guests
- checking in and checking out guests
- making reservations
- completing shift bookkeeping
- performing cash transactions
- recording room inventory

- operating a PBX system
- communicating with the housekeeping department
- communicating with the maintenance and security departments
- sorting mail
- relaying messages and other information
- practicing key control

In larger hotels, these duties may be divided among several front desk employees with specific titles such as reservations clerks, rack clerks, room clerks, and mail and information clerks.

Reservations Managers and Clerks – *Reservations managers and clerks* are employees who receive and process reservation requests from prospective guests by telephone or mail. They process the requests by working with room clerks to find out which rooms are available and then assigning guests rooms for the needed length of stay. Reservations managers and clerks tell room clerks the time guests expect to arrive. The guest can be preregistered using this and other basic information. Reservations managers and clerks also work closely with the sales department to process group reservations.

Room Clerks – Room clerks are the employees guests often see first. *Room clerks* are front office employees who assign rooms to guests during checkin. They also provide information to guests about the hotel and area and supply guests with room keys or key cards.

Rack Clerks – *Rack clerks* are employees responsible for keeping records of room assignments for each day and for several days ahead. Rack clerks also prepare and supply accurate telephone lists at least once daily to telephone or PBX operators, maintenance departments, and housekeeping departments.



Mail and Information Clerks – *Mail and information clerks* sort and process outgoing and incoming mail for the hotel and its guests. Many guests receive mail or packages at a hotel during their stay. Mail that arrives after a guest has checked out must be forwarded. Mail and information clerks also answer guests' questions about the area's shopping centers, restaurants, entertainment opportunities, and tourist attractions. They also may make arrangements for guests' theater tickets and local tours.

Telephone or PBX Operators – *Telephone or PBX operators* process all telephone calls for the hotel including in-house calls, outside calls, recalls (calls to guests' room telephones that return to the operator when there is no answer), and wake-up calls. Operators also conduct telephone message services and page hotel employees and guests. They also disable guest room telephones when necessary, such as to prevent a guest from making an unauthorized long-distance call. Telephones that have been disabled only allow in-house calls. PBX and telephone operators also provide information about guest services and the area. They also may have other duties that are established by hotel management, such as filing registration cards or serving as front desk clerks when needed.



Night Auditors – *Night auditors* ensure that all revenue the hotel front office receives is posted daily to the correct departments. The bookkeeping audit includes posting room charges, tax, and other charges; balancing all income-producing departments' accounts, city ledgers, and cash; and verifying and balancing the accuracy of all daily work. Night auditors also prepare reports for the accounting office, front office manager, and general manager. Night auditors perform their auditing work while also performing front desk clerk duties during the audit shift. The audit shift usually begins in the late evening hours and ends after dawn. In smaller hotels, managers may perform the duties of night auditors during the audit shift. These managers may audit in addition to resolving complaints, assisting intoxicated guests, registering guests, operating telephone or PBX systems, taking messages, and selling rooms.

Bell Staff – Bellhops are employees who escort guests and carry their luggage from the front desk to their rooms. The bellhop should open the room's door; turn on the lights; make sure the room is in order for receiving guests; turn on air conditioning or heating units; give instructions to guests about how to operate room features; mention the hotel's facilities, services, and the location of vending and ice machines; and provide any information guests need.

Bellhops help promote the hotel and its features. They also may deliver extra bedding and room service trays and provide laundry service, valet service, and other requested services. The bell staff also may be responsible for operating courtesy vans used to transport guests to bus stations, train stations, and airports; displaying flags; delivering messages; running errands; dispatching, receiving, and returning laundry or food to guests; and storing guests' luggage. **Bell captains** are employees who supervise and train bellhops. They also perform bellhop duties and may act as service managers.



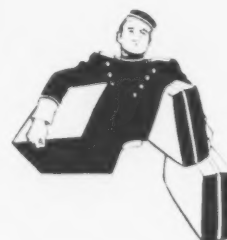
Service Department

The *service department* of large hotels provides greeting, door-opening, parking, baggage, and elevator services to guests. The department's employees include doorkeepers, baggage porters, transportation clerks, and elevator operators. Medium-sized hotels may not have these service positions and may rely on the bell staff to perform some of these duties. Service employees are responsible for providing guests with prompt, efficient service and promoting a positive image of the hotel. Employees of this department frequently are in contact with guests and visitors.

Doorkeepers – Doorkeepers are also known as doormen. At large hotels, they are the first employees guests see. **Doorkeepers** greet and assist guests and visitors by opening car doors and hotel doors for guests. They may carry umbrellas to shield guests in rainy weather. Doorkeepers help guests carry packages and luggage into or out of the hotel or may call bellhops to carry guests' luggage. Doorkeepers supervise the parking of guests' cars by giving guests parking receipts and instructing parking attendants to park the cars. Doorkeepers also may hail taxis for guests and provide guests with information about local sites upon request.

Baggage Porters and Transportation Clerks – **Baggage porters** and **transportation clerks** deliver luggage and packages to guests' rooms when they arrive before the guest. These employees also may ship luggage to other destinations for guests.

Elevator Operators – **Elevator operators** are hotel employees who operate elevator controls to smoothly and efficiently move guests to various floors within the hotel. Elevator operators are sometimes found in large high-rise hotels where large numbers of guests and freight use the public and freight elevators daily. Elevator operators are not as common today as in the past because technological advancements have allowed elevators to become self-service. An **elevator starter** is an employee who controls the use and flow of both freight and public elevator traffic within a building.



Security Department

The *security department* is responsible for making sure all guests and employees are safe at the hotel. The department consists of a security department manager and several security officers.

Security Staff – The security staff does the following:

- patrols hotel property several times daily
- monitors surveillance cameras

- locks doors and turns off lights at scheduled times
- issues keys
- safeguards lost and found items
- witnesses cash drops placed in vaults
- monitors employee entrances
- notes any potential hazards or unsafe conditions
- fills out accident reports
- implements emergency response plans for fires, tornadoes, illnesses, falls, and other emergencies

Members of the security staff should be trained in cardiopulmonary resuscitation (CPR) and first aid. They also issue and receive cash bags at the vault, write security log entries about incidents occurring during each shift, and assist with disturbances and call the police if necessary.

Director of Security – The *director of security* prepares staff schedules, controls labor costs, schedules maintenance of equipment (such as two-way radios and fire equipment), and is responsible for key control of guest room lock cylinders. When keys are lost or stolen, the director of security directs or performs the change of the lock cylinder and reissues keys.

Housekeeping Department

Hotel guests expect their hotel rooms to be clean. If they are not clean, hotel guests complain to the management and probably will not stay at the hotel again. Clean guest rooms are important to repeat business. Clean rooms also contribute to preventive maintenance because clean furnishings, fixtures, and equipment last longer. The *housekeeping department* is responsible for cleaning and maintaining guest rooms and public areas. The staff consists of the executive housekeeper, inspectors, room attendants, public area housekeepers, and laundry attendants.

Executive Housekeepers – *Executive housekeepers* are responsible for training, scheduling, supervising, and motivating all housekeeping employees. They should operate their department in the most efficient manner possible and enforce procedures and policies to maintain standards of quality. They also assist hotel managers or personnel officers in hiring housekeeping employees by giving their opinions about applicants' suitability to the work. In small hotels, executive housekeepers develop and conduct inspections of guest rooms after they have been cleaned by room attendants. This duty may be performed by inspectors in larger hotels.

Executive housekeepers develop budgets and training programs and conduct periodic employee appraisals. They maintain contact with the front desk clerks to give room status reports throughout the day so front desk clerks can rent rooms to guests. Executive housekeepers also train housekeeping supervisors to perform the duties of the executive housekeeper when he or she is off duty.

Inspectors – Some larger hotels have *inspectors* or checkers who help the executive housekeeper inspect guest rooms that have been cleaned. This duty may be performed by the executive housekeeper, floor supervisors, or wing supervisors in smaller hotels. Inspectors are responsible for working with room attendants to ensure that rooms are cleaned thoroughly. Inspections occur after a room attendant finishes cleaning a room. If a room has not been thoroughly cleaned, the inspector completes a form that is given to the room attendant. The form gives specific instructions about items that need further cleaning and asks that this be done to finish the room.

When checking rooms, inspectors look at the room's overall appearance and specific items. They check the carpet and upholstery for spots and look for dirt, dust, and debris on surfaces. Beds must be made properly, and there should be no

spots on walls, shower curtains, surfaces, chrome, or glass. Inspectors look for tarnished metal, fresh and adequate guest room supplies and amenities, and the accomplishment of special cleaning projects. Inspectors mark the status of each room they inspect on inspection forms. After a room has been cleaned, inspected, and approved, it is ready to be rented and occupied by a guest. The inspector contacts either the front desk or the executive housekeeper to report the rooms that are ready for occupancy.

Room Attendants – *Room attendants* or housekeepers thoroughly clean an average of fifteen to sixteen guest rooms a day, spending about twenty-five minutes on each room. Their work involves the following:

- washing, disinfecting, and polishing bathroom and vanity fixtures and furnishings
- dusting guest room furnishings
- replacing sheets and making beds
- cleaning mirrors
- removing trash and dirty linens
- vacuuming the carpet
- scrubbing bathroom floors
- straightening the room
- replenishing guest room supplies and amenities

Public Area Housekeepers – Public area housekeepers may also be called lobby attendants or housemen. *Public area housekeepers* clean all public areas and restrooms, recreational areas, food and beverage areas, activity rooms, service areas, storerooms, and hallways daily. They also gather guest rooms' dirty linens from room attendants and take them to laundry attendants. Public area housekeepers refill and restock cleaning supplies in storerooms, keep inventory of supplies in stock, notify the executive housekeeper when supplies are low, restock linen closets, and empty trash from room attendants' carts and vacuum cleaner bags. They also clean carpet, upholstery, light fixtures, stairways, walkways, and meeting rooms.

Laundry Attendants – *Laundry attendants* sort, wash, dry, fold, stack, and store hotel linens. Types of linens include towels, washcloths, hand towels, terry bath mats, rubber bath mats, bathrooms, sheets, pillowcases, blankets, bedspreads, bedpads, cleaning rags, tablecloths, napkins, and uniforms. In addition to washing machines and dryers, the laundry room may be equipped with folding machines, ironing machines, and sewing machines. Laundry attendants pretreat stains before washing. They also iron table linens and record types and numbers of loads of linens washed. Laundry attendants must know the proper load quantities for washers and dryers. Near the end of their shifts, laundry attendants clean the laundry room and break room by sweeping and mopping the floors, dusting and straightening shelves, dusting and cleaning machines, and removing lint from the machines.

ENGINEERING DIVISION

The engineering division includes the engineering or maintenance department. Most of the work the hotel needs completed can be done by the employees in this division. However, specialists may be hired to repair major problems or complete special projects.

Engineering or Maintenance Department

This department varies in the number of employees it has depending on the size of the hotel. Employees in the *engineering or maintenance department* are responsible for keeping all hotel equipment, furnishings, fixtures, and property attractive and in good working order through preventive maintenance schedules

and repair work. Most departments are headed by an engineering or maintenance supervisor.

Engineering or Maintenance Supervisor – Depending on the hotel's size, engineering or maintenance supervisors may be called building superintendents, department managers, or supervisors. Whatever the title, these *engineering or maintenance supervisors* train, supervise, and motivate employees to maintain and repair hotel furnishings, fixtures, and other components. Supervisors keep a list of all items at the hotel that need to be repaired or maintained and assign the tasks to engineering or maintenance employees. The supervisor may also perform many of the repair and maintenance tasks the department employees perform. The supervisor also maintains an inventory of repair parts and supplies and orders needed items.

Engineering or Maintenance Workers – *Engineering or maintenance workers* make sure all components of the hotel are operating properly and repair those that are not. They repair and maintain air conditioner/heater units, carpets and flooring, plumbing, electrical systems, recreational equipment, furniture, cleaning carts, vacuum cleaners and other cleaning equipment, televisions, lighting, caulking, washers and dryers, and more. They also periodically rotate mattresses in guest rooms. They perform preventive maintenance on all hotel components to help them last as long as possible. Engineering or maintenance workers usually are skilled in plumbing, electrical work, groundskeeping or landscaping, painting, carpentry work, or other technical skills.

MARKETING DIVISION

The *marketing division* may also be known as sales and promotions, marketing and sales, or sales and catering. This division shapes the hotel to meet its potential guests' needs and tastes, encourages potential guests to choose the hotel for their lodging and business needs, and works to promote the appropriate image of the hotel to potential guests and the community.

Sales and Catering Department

This department coordinates marketing, group room sales, and in-house food and beverage catering functions for the hotel. Marketing or sales efforts may be combined with catering efforts in some hotels because they are sought to host conventions, conferences, or other organizational meetings. Large blocks of guest rooms may be reserved for guests attending the events. Large banquets and other meals often are served at these meetings, and meeting rooms with audiovisual equipment need to be available for workshops and speeches. By combining sales and catering efforts, clients planning large events can work with one person in one department to handle all arrangements instead of working with more than one person and trying to coordinate the plans among several departments. In some hotels, the director of sales oversees the department.

A sales and catering department may be divided into two offices: a sales office and a catering office. The sales office's function is to sell rooms, mostly in group blocks of ten or more rooms. This effort markets the hotel. The catering office's function is to provide food and beverage services inside the hotel, schedule events in meeting rooms, and plan meeting room arrangements. Because the sales and catering functions are located in the same department, clients know the hotel can accommodate a convention. Meetings that involve both sales and catering require both aspects of the department to work in a coordinated effort.

Director of Sales – The *director of sales* is responsible for marketing and selling the hotel's services. In large hotels, the director of sales oversees the



operation of this department and is concerned about image building, internal promotions, creating public relations campaigns, and sales promotion.

Part of the job requires meeting a budgeted goal of selling a certain number (such as 40,000) of guest rooms during a year. This goal is accomplished by scheduling the hotel for conventions, meetings, and other events in which guests also rent rooms while attending the functions. Although group business is a major part of the director's work, the director also organizes sales efforts to attract potential guests from all of the hotel's targeted markets (corporate, convention, government, and tourist).

The director of sales answers to the hotel's general manager. The director prepares and implements the hotel's annual marketing plan and organizes sales trips to feeder cities for promoting and selling the hotel. The director also organizes sales blitzes for the hotel's chain organization, local chamber of commerce, or hotel association for promoting and selling the hotel, its company, and/or the community. These activities are designed to sell the merits of the hotel, hotel chain, and the city to meeting planners, corporate executives, and secretaries who make business travel arrangements for their companies. Feeder cities are cities linked to the hotel's city through transportation routes. Representatives from companies or organizations travel to the hotel's city on business. Sales trips bring business leads for the hotel. These leads are followed up to create new hotel business.

The director of sales works with the hotel's general manager in generating creative marketing, promotions, public relations, and advertising ideas. The director also works with advertising agencies to use the ideas, design advertisement layouts and copy, and secure the best possible media placement and rates to advertise the hotel's latest promotion. Sales managers often use the promotions to help them sell the hotel's services to potential business clients.

Sales Managers – Sales managers are supervised by the director of sales or marketing. Hotels may have one sales manager for every 100 rooms. **Sales managers** are assigned to a segment of the market and have a geographical area from which to call on. Sales managers have lists of key accounts within their market segments and assigned geographic areas. A market segment may be corporate business, athletic business, or convention business.

Sales managers market or sell the hotel's services to businesses and organizations within their market segment and try to be available when they are needed. They establish rapport with decisionmakers and contact these clients frequently. Sales managers also try to find out if their clients are happy with the hotel and its services by listening to their comments and complaints. Sales managers also seek feedback from fellow hotel employees about clients' comments. Additionally, sales managers send letters to people or businesses who have expressed interest in the hotel. The sales managers should exhaust all possibilities to sell the hotel's services.

Sales managers must work well with the front office department, front office manager, and reservations manager, especially when reserving blocks of rooms. These employees must communicate effectively while preparing for conventions or other special events. Communication is crucial in order to prevent giving inaccurate information to clients.

Salespersons – Marketing involves sales promotion. Sales managers and **salespersons** find and follow-up leads to try and schedule major functions at the hotel. The marketing aspects of a hotel involve determining which customer markets to try to attract. The process also involves planning promotions and advertising to attract those potential guests as well as other guests and to preserve a positive public image through public relations activities.

Director of Catering – The *director of catering* tries to maximize the use of meeting or function space in a hotel. To accomplish this task, the director of catering schedules meetings, banquets, and conventions in the hotel's function space hosted by outside organizations or individuals regardless of whether the functions need food or beverages served. Hotels have large meeting rooms which can be divided into small rooms. Hotels also have smaller meeting rooms and other facilities to offer for various functions. The director of catering also is responsible for handling many of the needs an event might have, including providing audiovisual equipment, microphone systems, flip charts, pads, and pencils.

The director of catering keeps a function book in the office that is used to schedule activities and maximize the space available. When scheduling a meeting room for a particular function, the director of catering finds out how many people are expected, the time of the function, the menu desired, preferred room arrangements, and equipment needed. From the information the director receives, meeting rooms are reserved and a catering contract is mailed to the client for review and signature. A signed and returned contract makes the plans definite. When the time for the event arrives, the director and other hotel employees prepare the function space for the event according to the contract and client's instructions. When an event occurs, the director of catering should attend the event to ensure that every detail is taken care of to the client's satisfaction.

Sometimes the contract is sent from the director of catering to the banquet manager with instructions for setting up and handling the event. The director of catering and the client, however, may make some changes in the plans after the contract is sent to the banquet manager. If the banquet manager is not aware of the changes when preparing for the event, then the client will not be satisfied. It is the director of catering's job to notify the banquet manager of any changes made after the banquet manager receives the contract.

A catering office may have three or four employees if it handles a large amount of business. The director of catering is responsible for in-house sales and often will watch competitors' reader boards (signs outside hotels which can be changed daily to welcome groups or conventions meeting at the hotel) to find out which companies or organizations competing hotels are serving. The director of catering may attempt to gain this business the next year, in addition to other organizations or companies.

FOOD AND BEVERAGE DIVISION

The *food and beverage division* of a hotel includes all hotel restaurant outlets (restaurants and coffee shops), banquet operations, bar outlets (lounges, dance clubs, and piano bars), and room service. This division serves food and beverages to hotel guests, community residents, banquet guests, and special event visitors. This division may provide some entertainment for guests. The positions and job descriptions in this division may be similar to those in restaurants that are not affiliated with hotels. The *food and beverage director or manager* is responsible for administration and control of the hotel's food and beverage division's departments, service, and production. The director also is responsible for making sure customers have an environment conducive to pleasant dining and social interaction. The food and beverage director oversees all employees in the food and beverage division.

Kitchen Staff

The *kitchen staff* prepares food for hotel restaurants, room service, banquets, and other special events. Members of the kitchen staff also wash, dry, and store dishes, glassware, silverware, cooking utensils, and other kitchen equipment.

Other duties performed in the kitchen include purchasing, receiving, storing, and maintaining a stock of food and supplies needed for operation.

Steward – The *steward* supervises dishwashers; inventories china, glassware, and silverware; and makes sure breakage is kept to a minimum. The steward often is trained to order, receive, process, and store kitchen and food supply deliveries from purveyors. Stewards also may organize all walk-in freezer space and dry storage. In some hotel kitchen operations, the executive chef takes responsibility for receiving and assigns someone to store food products and supplies. In large hotel kitchens, stewards have the job.

Executive Chef – The *executive chef* supervises the kitchen staff and is responsible for food quality and food cost control in the kitchen operation. If food costs are too high, the executive chef determines why costs are high and works to lower the cost to an acceptable level. The executive chef develops restaurant, room service, and banquet menus. He or she also develops menu specifications, standardized recipes, and restaurant specials. The executive chef promotes and monitors kitchen safety and conducts safety training. The executive chef may perform purchasing, receiving, and supply storage duties if they are not performed by a steward. The executive chef also discusses plans with the banquet manager and catering manager for large volume cooking needs.



The executive chef also develops prep lists. *Prep lists* are lists of tasks that need to be accomplished by kitchen employees in order to prepare all ingredients, equipment, and utensils for the day's orders. The list helps the executive chef plan the workload for kitchen employees.

Executive chefs also develop mise en place. *Mise en place* means "everything ready," which also means assembling needed cooking utensils, equipment, and ingredients and preparing these items for cooking. After everything is ready, the cooks can prepare the food as ordered. Much of the work is performed ahead of time if the food's quality can be maintained. After preparation, food can be cooked as close as possible to its serving time so it will be fresh.

Sous-chef – The *sous-chef* also is known as the assistant executive chef. Some hotel kitchens have more than one sous-chef. The sous-chef often supervises kitchen employees and performs the duties of the executive chef when he or she is off duty or away from the kitchen. The number of sous-chefs a kitchen employs depends on the amount of cooking and volume of business performed regularly.

The sous-chef's duties are the same as the executive chef's duties, except the sous-chef may or may not handle purchasing duties. This exception depends on the food products that must be ordered and the executive chef's managerial style. For example, if a seafood item must be ordered at the last minute because it can only be kept fresh for a short time, a sous-chef working in the evening may order the food item. As a result of the late order, this item will be available for lunch the next day as fresh as possible.

Sous-chefs act as production managers in the kitchen rather than as administrative managers. Sous-chefs usually work in the evenings when the kitchen staff is busy preparing large volumes of food for banquets. The sous-chef makes sure all work is performed and all resources are utilized to produce the food products. Kitchen managers must control the food product that is served to the customer. The product must be of good quality. Kitchen employees must be trained to prepare quality food products and perform the tasks required for the kitchen to operate properly.

Banquet Chef – The *banquet chef* is responsible for the food served at all banquet functions for large groups. The banquet chef prepares hot items for



banquet meals while the pantry chef prepares cold items. The banquet chef makes sure the kitchen is prepared and ready to begin food production and oversees organization and timing of food production for the banquet. Some hotels may have more than one banquet chef, depending on the number and times the hotel regularly schedules banquets.



Pastry Chef – Pastry chefs are most often employed in luxury hotel kitchens. These chefs are specialty chefs from the French system of kitchen operation in which each person in the kitchen specializes in preparing a certain item on the menu. *Pastry chefs* are responsible for preparing pastries and desserts. In most American hotel kitchens, this position no longer exists because of the high cost of labor specializations demand. Today, many food suppliers offer good quality, prepared pastry and dessert items that can be purchased and sold to customers. Kitchens no longer have to pay someone to create pastries and desserts. This practice is time consuming, labor intensive, and expensive. Executive chefs and sous-chefs are skilled in creating the few specialty dessert items their restaurants feature. Other desserts are ordered from purveyors.

Baker – *Bakers* prepare breads, rolls, donuts, breakfast rolls, and other baked items. Bakers are most often employed in luxury hotels for the same reasons as the pastry chef. Because of the hotel industry's growth, effects of labor shortages, and the time and expense of training kitchen employees in special skills, many hotel kitchens are eliminating specialty positions. Hotel kitchens that keep these positions are able to command the high prices required to provide homemade desserts and breads. Sous-chefs and executive chefs usually prepare restaurants' specialty items and purchase the others.

Pantry Chef – *Pantry chefs* prepare cold items for banquets and restaurants including salads, sandwiches, cold hors d'oeuvres, and desserts. *Hors d'oeuvres* are appetizers, such as olives and anchovies, usually served before a meal.

Line Cooks – *Line cooks* prepare hot food for restaurants and banquets. They analyze how much of a food item will be needed each night based on past history and the estimated number of customers and orders for specific items each night. Line cooks prepare the items according to the estimated need for the items. Line cooks begin working about two hours before they begin cooking and serving so that they may prepare the food up to the cooking stages. After this initial preparation is finished, they wait for customer orders and prepare the orders received. Food must be cooked after an order is received so that it will be freshly prepared when served to the customer. Food quality would suffer if a cooked food item was prepared and set aside until a customer ordered it.

Dishwasher – The *dishwasher* operates the dishwashing machine that washes china, glassware, and silverware. The dishwasher also hand washes pots. Dishwashers make sure everything is rinsed properly and dish racks are loaded and stacked properly so the machine will wash efficiently. They also must make sure that the wash water and rinse water temperatures are correct and detergent is in the dishwashing machine. Areas with hard water have a difficult time getting dishes to look as clean as they really are because of water spots. Dishwashers in these areas often are required to polish dishes to remove spots.

Banquet Department

The *banquet department* works closely with the sales and catering departments of the marketing division to prepare for the serving and eating needs of large groups.

Banquet Manager – It is important for the director of catering and the banquet manager to communicate well with each other. The director of catering places details on a client's catering contract and the banquet manager sees to it

the instructions and requests are implemented and everything listed on the contract is delivered. The banquet manager also is responsible for service and setup of all banquet rooms. A hotel may have three catering events occurring at the same time with three different room arrangements. The banquet manager and staff must have the proper rooms set up in the assigned arrangements. The **banquet manager** supervises the banquet department's employees, ensures a timely and complete setup of meetings, and schedules the proper number of employees for servicing banquet functions.

Banquet Wait Staff – The banquet wait staff is made up of banquet servers. **Banquet servers** are responsible for setting tables with glassware, silverware, china, folded napkins, centerpieces, salt and pepper shakers, salad dressings, and other table components prior to a banquet or large volume service meal. Servers also serve the food and beverages, check on guests during meals, watch the buffet line to keep it stocked, clear tables, clear uneaten portions of food from plates into the garbage, sort and stack dishes in dishwasher racks, and carry dishes to the kitchen dishwasher. Banquet servers also perform after-banquet cleanup and take linens to housekeeping's laundry department for washing.

Banquet Housemen or Attendants – **Banquet housemen or attendants** make sure meeting and banquet rooms are set up according to the client's requirements on the catering contract. They also vacuum and clean floors, set up tables and chairs, and spread clean linens on the tables.

Restaurant Staff

The restaurant's function is to provide wholesome, attractive meals and quality service to customers. Some hotels do not have restaurants, while others have several restaurants with various atmospheres. Each hotel restaurant outlet has a restaurant manager.

Restaurant Manager – A **restaurant manager** is responsible for maintaining operating hours, hiring and firing personnel, making sure the restaurant has enough supplies to service the expected number of customers, meeting health regulations, and establishing and enforcing service standards. Service standards are established for consistency of products and services, especially among chain and franchise organizations so that services and products may be exactly the same in all of the company's hotel locations.

A hotel restaurant manager's job is much like that of a restaurant manager in any other restaurant. The hotel restaurant manager, however, may have more factors to consider which may affect the work needed and the number of customers patronizing the restaurant. If a hotel has a full house or is hosting a convention one night, the restaurant manager should expect more people for breakfast meals the next morning than on days when the hotel is not full. Conventioneers may eat lunch at the hotel rather than having to go somewhere else. Some restaurants are popular among local residents and receive much local customer business in addition to hotel guest business. Other hotel restaurants depend primarily on hotel guests for their business.

Some restaurant managers are responsible for marketing and merchandising a restaurant by planning and conducting promotions such as theme nights, wine specials, or elderly and children's discounts. Managers should know their clientele and which promotions might work at their restaurant. In some restaurant operations, the food and beverage director takes care of the marketing and merchandising duties.

Assistant Restaurant Manager – The **assistant restaurant manager** supervises the restaurant's operation in the absence of the restaurant manager. Assistant restaurant managers are primarily responsible for service management.



They may be involved in making recommendations, implementing disciplinary actions, giving marketing critiques, and passing customer comments to the restaurant manager. The assistant manager normally is not responsible for hiring, firing, and scheduling employees. The assistant manager, however, does perform specific duties assigned by the restaurant manager.



Wait Staff – The *wait staff* consists of all the servers in the restaurant. *Servers* take customer orders; deliver food and beverages to customers; perform sidework; clean booths, tables, and chairs; and perform assigned opening and closing duties. Servers may also be called waiters and waitresses. A server's sidework involves all the duties assigned to restaurant employees in addition to their service duties. Sidework is performed before, during, and after serving hours. Each employee is assigned particular tasks to be performed as sidework in addition to serving customers' needs and requests. These tasks may consist of performing closing and opening duties; filling condiment containers; and stocking cereals, dishes, or other items servers need during serving hours. Sidework often involves cleaning, preparing, and restocking the restaurant for the next day's business. This work often begins after closing hours and continues the next morning before the business opens.

Restaurant Hosts/Hostesses – *Restaurant hosts/hostesses* are responsible for seating customers in the restaurant. They divide the restaurant into sections called stations, which are assigned to each server. Customers are seated in each of the stations on a rotating basis to equally distribute customers among servers. This ensures faster service to customers and equal workloads for servers. Sometimes restaurant managers help seat customers. Hosts/hostesses also present menus to customers and sometimes take beverage orders as customers are being seated.

Buspersons – *Buspersons* clean and reset tables in preparation for the next customer's arrival. They also assist with some services provided to customers such as delivering water, bread, or coffee and taking beverage orders. Some restaurants have a server and busperson assigned together to provide full service to customers. The busperson's duties vary depending on the volume of business the restaurant receives and the type and quality of service the food operation offers.

Cashiers – *Cashiers* receive payment from customers for food and beverage purchases. In some hotel restaurants, customers never see the cashier. Instead, the server takes the customer's payment to the cashier and returns any change to the customer while the customer waits at the table. In other hotel restaurants, however, the customer takes the ticket to the cashier after eating. There the customer may charge the meal to his or her hotel room or give payment. Cashiers are responsible for keeping record of each server's amount of sales. They also are responsible for distributing tips left at the cashier's stand to the servers at the end of the shift.

The cashier also calculates cash and credit totals during an audit of the cashier's shift. Cash sales must match the cash amount in the drawer, credit sales must match credit card vouchers, and cash and credit sales must match the total sales amount for the shift.

The cashier also is responsible for issuing customer tickets to the servers and is accountable for each customer ticket. Servers receive and sign for a numbered sequence of tickets daily. At the end of each shift, any unused tickets are given back to the cashier. Missing tickets indicate that a customer has walked the ticket (left the restaurant without paying the bill), an employee has been careless, or an employee has stolen something or has been dishonest about something. Missing tickets should be investigated by management and disciplinary actions should be taken when appropriate.

Cashiers also restock items sold at the cashier's stand, such as gum and candy. In some restaurants, the cashier may perform research to find out the food items sold most and least often.

Room Service Department

The **room service department** usually is located within the kitchen and close to an elevator. Hotel room service departments may delegate the entire service to one individual who performs all the work or to several persons on a room service staff. Some hotels' room service departments have their own manager, depending on the hotel's size and room service hours. For example, a luxury hotel may have 700 rooms and twenty-four hour room service available to its guests. Its staff may have five servers and five telephone lines available. A room service's staff size and operating hours depend on the hotel's size and the average number of hotel guests who dine in their rooms.



Some room service departments deliver meals on trays. Other hotel room service departments deliver meals to rooms on covered carts which become the guests' tables. The food is often delivered in insulated or covered dishes to preserve the food's temperature. Those hotel room service departments that deliver the meals on trays have carts that carry many trays. This allows the server to deliver several meals in one trip.

Some hotels have express order cards that hang on doorknobs. The guest fills out the card with an order and hangs it on the door by a specified time. A room service wait staff member collects and presents the cards to the morning shift room service staff. This service helps the morning shift and kitchen crew plan their breakfast preparation and service in a more efficient manner, which results in better customer service. Sometimes the room service wait staff delivers complimentary fruit baskets or champagne to special guests and coffee and newspapers to corporate guests.

Room Service Captain – A **room service captain** supervises the room service operation and staff. The room service captain takes orders over the telephone and designates who will fill and deliver each order.

Room Service Wait Staff – The **room service wait staff** delivers food items to guest rooms. They are responsible for collecting payment or for having the guest sign the order ticket if the guest charges the meal to his or her room number. They also periodically check hallways and collect used room service trays, carts, and garbage placed outside guest room doors. At some hotels, guests call the room service department to collect used utensils.

Beverage Department

The **beverage department** consists of all bar outlets in the hotel. Examples of bar outlets include piano bars, dance clubs, lounges, and banquet bars. The beverage department usually has separate facilities and employees from all the food operations in a hotel.

Beverage Manager – The **beverage manager** is responsible for the operation of all bar outlets. The beverage manager is responsible for the following:

- purchasing liquor, mixers, glassware, swizzle sticks, and garnishes
- maintaining inventory
- storing liquor and supplies properly
- controlling liquor costs
- operating bar outlets according to alcohol authority's requirements
- investigating and resolving liquor cost problems
- staffing all bar outlets
- meeting health department requirements

- making sure service is delivered in a gracious and efficient manner
Drinks must be attractive and properly garnished, and customers should not wait long to receive their drink orders.

The beverage manager also may be responsible for marketing and merchandising the beverage department if the food and beverage director is not performing these duties. If the food and beverage director takes care of marketing and merchandising, the beverage manager may be consulted for opinions and ideas since he or she works more closely with customers and bar employees.

Director of Entertainment – The *director of entertainment*, or party director, is responsible for bar promotions. Promotions may include those for New Year's Eve, Mardi Gras, or other special promotional events. The director plans, implements, and evaluates promotional activities. If convention planners are interested in having entertainment provided by the hotel during their convention, the director of entertainment assists the convention planners in arranging and providing entertainment. Otherwise, the director of entertainment primarily promotes the hotel's beverage department's bar outlets. Often the director will act as the master of ceremonies of the events or act as disc jockey so that he or she can monitor the party at the same time.

Entertainment Staff – The *entertainment staff* consists of disc jockeys, entertainers, or individuals who implement the director of entertainment's plans to promote bar outlets. Disk jockeys play appropriate music for the particular crowd and play customers' requests. Sometimes they program or record a series of songs enjoyed by the particular crowd. They also match the number of beats per minute in the songs. The programmed music is supposed to have a psychological effect on guests. It is designed to induce people to dance at least twice during a forty-five to sixty minute period so they will become thirsty, relaxed, and ultimately order more drinks from the bar.

Bartender – *Bartenders*, also known as mixologists, prepare alcoholic drinks from standardized recipes. The standardized recipe for each drink calls for a specific amount of alcohol and mixer, a specific mixing method, and includes use of a specific type of glass and garnish. Bartenders also are responsible for cleanup, sanitation, meeting health department requirements, meeting the alcohol authority's requirements, and charging customers the correct price for all drinks. A beverage business requires alcoholic beverages to be standardized so each type drink will consistently taste and look the same regardless of who makes it.

Banquet Bartender – The *banquet bartender* is responsible for the same things as other bartenders. The difference is that the banquet bartender works from a portable bar unit at a banquet. The bar may be either hosted or not hosted. The person giving the banquet will either pay the entire bill for the bar (hosted) or the bar may be offered to guests on a cash basis (unhosted). If the host pays the bill, the bartender keeps record of all alcohol used and drinks dispensed and charges the host a certain amount per drink served. If the bar service is offered on a cash basis, the bartender collects payment from guests for drinks served.

Bar Back – The *bar back* restocks the bar with the liquor, mixers, or garnishes the bartender needs. The bar back moves stock from cold storage to the bar when the bartender runs low on supplies. Bartenders are unable to leave the bar to restock because they service both customers and servers' drink orders. The bar would lose revenue if the bartender was unavailable for even a few minutes.

Beverage Servers – *Beverage servers* working at bar outlets take customers' orders, serve drinks, collect payments, and keep record of customers' bills to be paid by credit cards, charged to room numbers, or paid in cash. They also clean tables and ashtrays and perform sidework. A beverage server's sidework includes restocking napkins, straws, glasses, and credit card vouchers.

ACCOUNTING DIVISION

The *accounting division* categorizes and summarizes all financial transactions that occur in the hotel. It is supervised by the controller and includes such functions as accounts receivable, accounts payable, payroll, credit, tax, and governmental regulations.

Accounting Department

The *accounting department* is responsible for hotel bookkeeping. In small hotels, the manager or a front desk clerk may do all the hotel's bookkeeping with the help of an outside accountant who analyzes and audits the information and prepares tax returns. In larger hotels, the controller reports to the general manager and supervises the hotel's accounting department.

Controller – The *controller* reports to the general manager and supervises the hotel's accounting department. This person prepares reports based on the summaries of all daily financial transactions and presents them to the general manager and possibly to the corporate headquarters of the company that owns the hotel. The reports include daily business reports, profit and loss statements, and balance sheets which show the hotel's income, expenses, payroll, and other statistical information about the hotel's financial health. In small hotels, the owner or front desk clerk may do the hotel's bookkeeping with the help of an outside accountant who analyzes the financial information and completes tax returns for the hotel.

Accounts Receivable Clerk – The *accounts receivable clerk* is responsible for collecting all money that is owed to the hotel as quickly as possible. Persons handling accounts receivable duties are responsible for billing credit card companies and all other companies that use the hotel's services. Hotel controllers, general managers, or credit managers may approve companies' credit and set them up for the direct billing of their hotel charges. *Accounts receivable* is the balance or money owed to the hotel.

Businesses, including hotels, want their bills paid within thirty days. After thirty days, the accounts receivable clerk calls or writes a letter to remind the customer to pay the bill. If charges are not paid within sixty days, the customer is contacted by the general manager. After ninety days, the bill is sent to a collection agency to be collected from the customer.

Accounts Payable Clerk – The *accounts payable clerk* processes bills the hotel owes other businesses. For example, if the housekeeping department purchases some signs made by a local printer, the printer sends an invoice or bill to the hotel for the amount owed. The invoice or bill goes to the accounts payable clerk who pays the printer and enters the purchase expense amount as a debit to the housekeeping department in the hotel's bookkeeping. *Accounts payable* is the balance or amount of money owed a creditor on a current account.

Credit Department

The *credit department* is responsible for investigating the credit history of companies that plan to do business with the hotel by purchasing hotel services. The credit check is an attempt to protect the hotel from the risk of monetary loss due to creditors not paying their bills. The credit manager is the head of this department.

Credit manager – The *credit manager* investigates a company's credit history to determine if the company is a good or bad credit risk. Hotel management wants to know this information before it agrees to establish a direct billing account for the company's charges. The company wants a credit account

so that it can pay for accumulated charges at one time each month instead of paying each time the company uses the hotel's services.

PERSONNEL DIVISION

The *personnel division* directs and coordinates the human resources needs of the hotel staff.

Personnel or Human Resources Department

The *personnel or human resources department* is responsible for advertising opportunities for employment, accepting applications for employment, and screening job applicants. This department checks references, schedules interviews, and conducts employee orientation, training, and safety training. This department may be operated by one personnel director or the workload may be divided among a few people.

Personnel Director – The *personnel director* performs or allocates the following duties of the personnel division.

- organizes and documents information for tax, insurance, and employee benefits
- prepares for and participates in unemployment claim hearings when former employees believe they were discharged for unlawful reasons (The personnel director tries to prove that the reasons and methods taken were lawful to keep unemployment insurance expenses to a minimum.)
- conducts wage surveys to make sure wages and salaries are comparable to latest trends
- informs employees of improper behavior or appearance when not complying with company policies and regulations
- collects and maintains records of every employee (Records include original job application; personal information; performance records; records of transfers, demotion, promotion, layoffs, discharges, and resignations; and employee benefits used.)
- keeps records on all employees' benefits (insurance, discounts, savings plans, pension plans, holidays, sick leaves, and vacations)
- directs labor relations management work (involves grievance procedures, layoffs, discharges, and management and labor union disputes)



Points to Remember

- Successful hotel operations require teamwork, cooperation, and good communication among all employees.
- Hotel operations are divided into the rooms division, food and beverage division, marketing division, engineering division, accounting division, and personnel division.
- Hotel departments also may be classified as revenue centers or support centers. Revenue centers are those departments which produce income for the hotel by selling products or services to guests. Support centers are departments that maintain the overall hotel operation by providing the services needed to keep the hotel functioning and attracting guests.
- The rooms division consists of the front office, service, security, and housekeeping departments.
- The front office department handles guests' room reservations, registrations, room assignments, payment collections, room status, telephone or PBX operation, and departmental bookkeeping and deposits.
- The bell staff and front service department employees provide prompt greetings, door-opening services, parking services, baggage services, valet services, and elevator services to guests.
- The security department's duty is to make sure all guests and employees are safe at the hotel.
- The housekeeping department is responsible for cleaning and maintaining guest rooms, public areas, office areas, and linens.
- The engineering or maintenance department keeps all hotel equipment, furnishings, fixtures, and property attractive and in good working order through preventive maintenance schedules and repair work.
- The marketing division shapes the hotel to meet its potential guests' needs and tastes, encourages potential guests to choose the hotel for their lodging and business needs, and works to promote the appropriate image of the hotel to potential guests and the community.
- The food and beverage division of a hotel includes all hotel restaurant outlets, kitchens, banquet operations, bar outlets, and room service. This division prepares and serves food and beverages to hotel guests, other customers, and banquet and special event visitors. This division may provide some entertainment for its guests.
- The accounting division categorizes and summarizes all financial transactions that occur in the hotel. It includes such functions as accounts receivable, accounts payable, payroll, and credit.
- The personnel division directs and coordinates the staff's human resources needs.

Words to Know

accounting department
accounting division
accounts payable
accounts payable clerk
accounts receivable
accounts receivable clerk
assistant restaurant manager

front desk supervisor
front office department
front office manager
hors d'oeuvres
housekeeping department
inspectors
kitchen staff

baggage porters	laundry attendants
bakers	line cooks
banquet bartender	mail and information clerks
banquet chef	marketing division
banquet department	mise en place
banquet housemen or attendants	night auditors
banquet manager	pantry chefs
banquet servers	pastry chefs
bar back	personnel director
bartenders	personnel division
bell captains	personnel or human resources
beverage department	department
beverage manager	prep lists
beverage servers	public area housekeepers
busepersons	rack clerks
cashiers	reservations managers and clerks
controller	restaurant hosts/hostesses
credit department	restaurant manager
credit manager	revenue centers
director of catering	room attendants
director of entertainment	room clerks
director of sales	rooms division
director of security	room service captain
dishwasher	room service department
doorkeepers	room service wait staff
elevator operators	sales managers
elevator starter	salespersons
engineering or maintenance department	security department
engineering or maintenance	sous-chef
supervisors	servers
engineering or maintenance workers	service department
entertainment staff	steward
executive chef	support centers
executive housekeepers	telephone or PBX operators
food and beverage director or manager	transportation clerks
food and beverage division	wait staff
front desk clerk	

Questions for Review

1. What are the departments of the rooms division? What are their functions?
2. What are the duties of the room division's staff members?
3. What are the functions of the engineering division? What are the duties of its staff members?
4. What is the department of the marketing division? What is its functions?
5. What are the duties of the marketing division's staff members?
6. What are the food and beverage division's departments and their functions?
7. What are the duties of food and beverage division's staff members?
8. What are the functions of the accounting division?
9. What are the duties of the accounting division's staff members?
10. What are the functions of the personnel division? What are the duties of its staff members?

16

Equipment and Supplies for Housekeeping and Laundry Tasks

ESSENTIAL ELEMENT

- Select equipment and supplies appropriate for various housekeeping and laundry tasks.(v4C)

OBJECTIVES TO ACHIEVE

- Explain the purposes and functions of various cleaning equipment used for housekeeping and laundry tasks.
- Summarize the purposes and functions of various cleaning supplies used for housekeeping and laundry tasks.
- Determine the purposes and uses of supply carts and carriers used for housekeeping and laundry tasks.

Housekeeping employees use many types of supplies and equipment to clean guest rooms, public areas, service areas, and linens. When used properly, these supplies and equipment make cleaning tasks easier and quicker to perform and yield satisfactory results.

Housekeeping employees are expected to use only the amount of cleaning supplies for each task determined by management or the executive housekeeper to be enough to clean thoroughly without being wasteful. Housekeeping employees also are expected to use and store supplies in a manner that will prevent harm or waste. When an employee wastes, takes home, or uses too much cleaning solution, the supply costs increase and negatively affect the housekeeping department's budget.

Because of budgetary restraints, owners and managers of some hotels may decide to contract some housekeeping tasks to other businesses to complete. These decisions may be made because contracted work might be more efficient than training employees, buying equipment, and paying employees to perform certain tasks. Example tasks that might be contracted include laundry services, seasonal cleaning tasks, night cleaning tasks, services to assist the housekeeping department in meeting deadlines, and periodic cleaning tasks such as outside window washing. An advantage to contracted work is the avoidance of hazards to the housekeeping department's employees for dangerous tasks such as using dangerous chemicals to clean or cleaning outside windows of high-rise buildings. Disadvantages might include the

loss of quality cleaning service, security problems, and the lack of flexibility in contracts when emergency situations occur.

Another budgetary concern for hotel operations is guest room supplies. Executive housekeepers monitor the supply, cost, use, and storage of supplies and equipment daily. Hotel management expects executive housekeepers to stress to room attendants the importance of handling guest room supplies properly to prevent damage to them before guests use them. Guest room supplies include towels, glasses or cups, ice buckets, ashtrays, soap, shower caps, and matches. Guest room supplies are a major expense. It is important that supplies look fresh and new to guests. The proper handling and storage of supplies ensures that they will be acceptable for placement in guest rooms. An executive housekeeper's duty to monitor supplies includes the following tasks:

- maintaining locked storage areas
- investigating disproportionate use, noticeable waste, or loss of supplies
- reporting waste or loss to the hotel manager

Housekeeping employees are responsible for knowing how to use cleaning equipment and supplies properly to keep hospitality businesses clean and to keep patrons happy.

CLEANING EQUIPMENT

Room attendants (also called housekeepers) use many different kinds of equipment to clean guest rooms. It is important for room attendants to use the correct equipment when cleaning. Room attendants use the following equipment, but other housekeeping employees may use the same type of equipment as well. For example, a public area housekeeper who cleans bathrooms in public areas, such as lobbies, may use the same type of equipment room attendants use to clean bathrooms in guest rooms.

Room Attendants' Equipment

Room attendants' equipment includes the following:

- sponges
- toilet brushes
- scrub brushes
- cleaning cloths
- dusters
- vacuum cleaners
- carpet sweepers
- brooms
- dustpans
- buckets
- mops
- wringers
- rubber gloves
- floor machines
- window cleaning equipment

Sponges – Sponges are good for cleaning small areas. Some hotels issue room attendants and public area housekeepers two sponges to use for much of their bathroom and vanity scrubbing. One sponge is to be used for the floor and toilet areas, and the other sponge should be used for general cleaning such as on shower walls, vanities, sinks, counter tops, trays, and ice buckets. The sponges should be two different sizes or colors so that housekeeping employees can easily distinguish between the two. Sponges used on the floor or toilet should never be used for general cleaning because harmful bacteria and viruses can be transferred from sponges to other furnishings.



Housekeeping employees should wash sponges by squeezing a mild detergent solution through them. Sponges should be rinsed in clean water until the water squeezed out of the sponges is clear. Excess water should be squeezed out of sponges, and sponges should be stored in a dry place where they can air dry.

Toilet Brushes – A toilet brush is used to clean the interior and rim of a toilet bowl. Housekeeping employees should clean toilet brushes by washing them in a warm detergent solution daily, shaking them to remove excess water, and allowing them to air dry.

Scrub Brushes – Housekeeping employees may use scrub brushes to clean rubber bath mats, bathtubs, shower curtains, floors, baseboards, and sinks. Room attendants also use deck scrub brushes with long handles for scrubbing large floor areas. Scrub brushes should be rinsed in cold water, and excess water should be shaken out. To clean dirty scrub brushes, housekeeping employees should wash two scrub brushes together in a detergent solution. They should rub the bristles together in the detergent solution, rinse in cold water, shake out excess water, and lay brushes with bristles up so that they can dry overnight.

Cleaning Cloths – Cleaning cloths are used to clean and dry many surfaces in guest rooms, public areas, service areas, and restrooms. They should be rinsed several times during cleaning, and they should be laundered in a detergent solution when dirty. They can be air dried or tumble dried.

Dusters – Lambswool or feather dusters should be used to remove dust that is loose. Surfaces that should be dusted include windowsills, picture frames, miniblinds, light fixtures, and telephones. High surfaces should be dusted before lower surfaces. To reach overhead surfaces that are dusted periodically, dusters with long handles should be used. Dust cloths treated with a cleaner that attracts dust may be used for more thorough surface dusting. To clean dusters, housekeeping employees should shake them out in a trash bag or receptacle after each shift.

Vacuum Cleaners – Vacuum cleaners are used to remove dirt and debris from carpet. To vacuum a room properly, housekeeping employees should begin at a room's back wall and walk backwards vacuuming the carpet and making their way to the front of the room. Vacuum cleaners should be moved in short, straight strokes that overlap. To prevent damage to electric cords and the vacuum head, housekeeping employees should avoid running the vacuum cleaner over electric cords. Housekeeping employees are responsible for reporting damaged electric cords to the maintenance department for repair.

Vacuum cleaner attachments can be used to clean upholstered furniture. Vacuum cleaner filters and bags should be removed and replaced or cleaned out daily for maximum cleaning efficiency. Brushes and attachments should be kept in good condition. Housekeeping employees may use small hand held vacuum cleaners to clean places that are hard to reach.

Carpet Sweepers – *Carpet sweepers* are machines that have a roller brush that picks up dirt and debris from carpet and places it in an enclosed pan. The debris should be removed from the pan and roller brush after each use. Roller brushes should be removed and washed occasionally in a mild detergent solution; then, they should be dried and put back in the sweeper. The moving parts of carpet sweepers need to be oiled periodically by the maintenance department.

Brooms – Brooms are used to remove dirt, trash, and debris from floors. They should be stored hanging with the brush head down and bristles facing out. If they are stored on their bristles, brooms will wear out prematurely and will not perform as well as they should. Debris, dust balls, and other litter should be cleaned out of brooms each day. Some brooms may be washed occasionally in a



warm detergent solution. The brooms should be hung to dry and not stored on their bristles. The correct type and size broom should be used for the cleaning job. The largest, most efficient broom should be used.

Dustpans – Dustpans hold dirt and debris swept in them by a brush or broom. If a dustpan's edges ever become bent, it will not pick up dirt or debris well. Dustpans should be washed regularly with a mild detergent solution and wiped dry to prevent bacteria buildup. To protect the edges, dustpans should be stored hanging.



Buckets – Buckets hold rinse water or detergent solution for use during a cleaning process. Buckets should be rinsed with clear water and dried inside and out after they are used. They should be stored in a dry place. Liquids should not be left in buckets overnight.

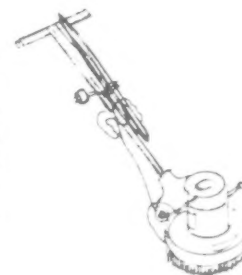
Mops – Mops are used to move cleaning liquids across floors. Mop water should be changed frequently so that clean water is used. After each use, mops should be rinsed thoroughly with clean water. Hang mop heads and mop handles up with the mop head facing out. Store mops in a manner that prevents the mop head from touching the floor. Wet mop heads should not touch walls, floors, equipment, or other mops. Each mop head should be used for one specific purpose. For example, one mop may be used to apply strong detergents and another mop may be used to rinse. Color coded mops help housekeeping employees identify mops used for specific applications.



Wringers – Mop buckets with wringers hold cleaning solution. The wringers are used to remove excess liquid from mops. After use, buckets and wringers should be emptied, rinsed, and wiped dry. The maintenance staff should be asked to periodically oil the moving parts to keep them in good condition.

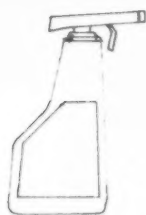
Rubber Gloves – Rubber gloves protect hands from being exposed to hot and warm water, detergent solutions, chemical solutions, and other solutions that could harm skin. They also may be used to reduce the friction of broom and mop handles on hands, thus possibly preventing blisters and sores. Rubber gloves should be washed after each day's use in a detergent solution, rinsed in clean water, wiped dry, and stored in a clean, dry place. Housekeeping employees should be careful to prevent tearing or forming holes in rubber gloves.

Floor Machines – *Shampooers* or *extractors* are machines that remove deep-seated dirt from carpets or upholstered furniture. *General-purpose floor machines* or *buffers* are machines used to polish, buff, strip, scrub, and shampoo floors. Both of these machines are used periodically by housekeeping employees to clean floors in hotels. After use, fluff and lint should be removed from the brushes. Housekeeping employees also wash, rinse, and dry wet brushes. Dry brushes should be washed periodically. Employees also should empty, wash, rinse, and dry tanks and wipe wheels and casings after each use.



Window Cleaning Equipment – Two buckets, a dry cloth, a squeegee, and a polishing cloth are used to clean windows, glass, and mirrors. The dry cloth is used to remove dust and dirt from the window before cleaning. One bucket should contain a solution of detergent, ammonia, and water for cleaning the window, and the other bucket should contain a water and vinegar solution for rinsing the window. A *squeegee* is a T-shaped tool with a rubber blade that is used to scrape water from flat surfaces such as windows, and a sponge may be attached on the other side of the blade. Employees use the squeegee to place cleaning solution on and to remove the solution from windows. The polishing cloth should be used to dry and polish windows, windowsills, and fittings.

Trigger Spray Bottles – Room attendants and other housekeeping employees use trigger spray bottles that can be filled with cleaning solution which is sprayed



on items to be cleaned. Many housekeeping departments may buy large containers of cleaning solutions then fill smaller bottles with the solution for employees to use. Buying in larger quantities often saves the housekeeping department money. These trigger spray bottles come in a variety of sizes and shapes. Many bottles are used to hold all-purpose cleaners or glass cleaner. Each bottle should be clearly labeled with the name of the cleaning solution or chemical and instructions for its use. Housekeeping employees should not use a trigger spray bottle that is not labeled with the solution's name and instructions for its use.

Laundry Attendants' Equipment

Laundry attendants' equipment includes the following:

- commercial washing machines
- commercial dryers
- sewing machines
- shelves
- mechanical irons
- floor squeegees
- spring-bottom laundry carts
- folders

Commercial Washing Machines – Commercial washing machines are used to clean all dirty guest room and food and beverage linens each day. Laundry attendants should place laundry in washers without overloading them. Overloaded washers do not clean laundry efficiently and thoroughly. While using washers, laundry attendants should try to keep detergent dispensers clean. After using the washers, they should leave washer lids open so the inside will dry. They also should clean filters and the washers' exteriors daily.

Commercial Dryers – Commercial dryers dry washed linens. Laundry attendants should be careful not to overload them, because laundry will not dry as fast. Lint filters should be cleaned after the dryers are used.

Sewing Machines – Sewing machines are used to repair linens and uniforms or for applying labels on hotel property. They should be kept covered when not in use and should be oiled occasionally. Laundry attendants should remove lint from the machines frequently to prevent buildup and rust. The correct needles also should be used.

Shelves – Laundry attendants must have many shelves on which to store linens after they have been washed, dried, and folded. Many laundries may have convertible laundry carts with sides that can be moved to make shelves that store laundry items. These carts may also be used to transport linens to guest rooms or to a linen room. Many laundry facilities store linens in a linen room where they are inventoried and checked out to room attendants.

Mechanical Irons – *Mechanical irons* are used to iron tablecloths and napkins. They may be press irons, rotary irons, or specialized irons. Mechanical irons should be kept covered when not in use and should not be left unattended when on.

Floor Squeegees – Floor squeegees are used to push excess water to a floor drain. The floor squeegee is similar to smaller squeegees that are used on windows, but are wider and have longer handles. Floor squeegees may be used to remove excess water after a floor has been cleaned and rinsed with liquid solutions.



Spring-bottom Laundry Carts – *Spring-bottom laundry carts* are carts used to sort dirty linens, transport dirty linens to the washing machine and dryer, and

sort linens before folding. They also may be used to collect dirty linens from room attendants as they clean guest rooms. The spring-bottom of the cart pushes the cart's contents up as the cart is emptied and weight is removed. Spring-bottom carts make the work less tiring by eliminating the need to bend down and pick up linens from the bottom of the cart. Wheels on these carts should be oiled periodically. The laundry carts should be kept clean and stored in a dry place.

Folders – Some laundry facilities have folders which are machines operated by one or two laundry attendants that assist in folding linens. These folders can greatly increase the number of linens that can be folded per hour.

CLEANING SUPPLIES

Management and the executive housekeeper should stress to housekeeping employees the importance of knowing and following directions for the use of all cleaning supplies. The improper use of cleaning supplies could result in injuries, damage to furniture or equipment, and waste of the product. The Occupational Safety and Health Administration (OSHA) requires employers to inform employees about products' ingredients, proper use, and any information about products' effects on humans.

Housekeeping employees should be trained to know which cleaning products to use for all items to be cleaned. They should learn how much of a cleaning product should be used so it will not be wasted. They also should learn how the product should be used, how much scrubbing action is required, and how cleaning solutions should be prepared.

If a cleaning product's label recommends that it should be used for a specific amount of time, that recommendation should be followed. Failure to follow the recommendation could cause poor cleaning results or damage the item. Stronger products may not necessarily be better products for the job. Good products should only require a short time for application. Scrubbing with a cloth or brush often may be necessary to remove stains.

Cleaning Agents

Cleaning agents help remove dirt, dust, grease, stains, and tarnish. Each hotel selects the cleaning agents it plans to use. The housekeeping employees use these to clean bathtubs, shower walls, toilets, floors, shower curtains, vanity counter tops, lighting fixtures, sinks and plumbing fixtures, mirrors and windows, furniture, lamps, televisions, radios, clothes racks, luggage racks, carpet, upholstery, and graphics.

Some cleaning agents will damage items they were not designed to be used on; therefore, it is important that each cleaning agent is only used on the items for which it was intended. Using too much of a cleaning agent also can be damaging as well as wasteful.

The temperature and cleanness of the water used to dilute concentrated cleaning agents affect their cleaning ability. If the water is too hot, the cleaning agent may clean the item, but it also may set a stain. If the water is too cold, the agent may not clean well. If the water is dirty, the cleaning agent may not clean at all.

Rubber gloves should be worn when working with cleaning agents to prevent irritation of hands, nails, and wounds. Housekeeping employees should be careful to prevent cleaning agents from splashing into their eyes or mouths. If this happens, the employee should seek help from another employee and the executive housekeeper. They should handle the accident according to the

emergency directions listed on the cleaning agent's container or follow instructions given by a physician.

The following are cleaning agents used by housekeeping employees. They include detergents, soaps, alkali cleaners, acid cleaners, solvent cleaners, disinfectants, deodorants, laundry aids, polishes, floor seals, and shampoos.



Detergents – Detergents are cleaning agents other than soap. Synthetic (man-made) detergents are used often in housekeeping departments because they are not difficult to rinse and do not leave sticky films on surfaces. Detergents may be used for washing laundry and for performing general cleaning tasks. Detergents are mixed with hot, warm, or cold water to form a detergent solution. The correct water temperature to be used depends on the executive housekeeper's instructions and the purpose for which the solution is being used. To be effective, detergents must dissolve in water; reduce the water's surface tension to enable it to wet more thoroughly; loosen, lift, and suspend dirt from a surface; rinse away easily; and not harm the surface.

Soaps – Soaps dissolve greasy dirt and are used for specialty cleaning. Soap leaves a film; a good detergent does not leave a film. Soap is generally used for spot cleaning fabrics or may be dissolved into a stain removal solution. Soap should be mixed with warm water to form a sudsy solution. A soap solution must have suds to be effective. Soap is available in several forms including cakes, powders, flakes, and liquids.

Alkali Cleaners – Alkali cleaners are good all-purpose cleaners. They remove soil, grease, and acid-based stains. Depending on their strength, type, and/or mixture with detergents, alkali cleaners can clean drains, remove stains, whiten surfaces, and disinfect. Directions on cleaner containers must be followed carefully. Strong alkalies, such as household bleach, are corrosive and poisonous. Rubber gloves must be worn when using these strong alkalies. Bleach should not be used with an acidic toilet bowl cleaner because poisonous chlorine gas will result.

Acid Cleaners – Acid cleaners remove rust stains, clean mineral deposits from bathroom fixtures, and remove tarnish from copper and brass. Depending on their strength, acid cleaners can remove soil and stickiness from unvarnished wood, prevent colors from bleeding from fabric during washing, remove cement and plaster from tile, and remove water stains. Acid cleaners should be used carefully and in accordance with the directions on the container. Acid cleaners should always be used in a solution and should be rinsed away thoroughly. Most acid cleaners irritate the skin and rubber gloves should be worn while using acid cleaners. Some acid cleaners are corrosive and poisonous as well.

Solvent Cleaners – Solvent cleaners are used to remove stains, dry-clean fabrics, and remove grease from surfaces that water-based solutions would damage. Solvents are present in glass and floor polishes. Solvent cleaners are flammable, have poisonous fumes, and should be used in well-ventilated rooms. They also irritate the skin. Housekeeping employees should coat their hands with a barrier cream before using solvents.



Disinfectants – Disinfectants are used for all-purpose cleaning in areas where harmful germs exist, such as around bathroom and vanity areas, in kitchens, and in recreational areas. Depending on the type, disinfectants can kill, reduce the amount of, or provide unsuitable conditions for viruses and bacteria. Halogens, phenols, and pine fluids are three types of disinfectants. Pine fluids are the least effective. Before a disinfectant is used, surfaces should be washed of all organic matter, rinsed, and dried. Disinfectants will not work if hard water, organic matter, some foods, and plant products (such as wood, paper, and cotton) are present. Disinfectants require time to work effectively.

Deodorants – *Deodorants* hide odors. They should be used moderately. Thorough, regular cleaning should eliminate sources of bad odors from rooms. Deodorants may be used in toilets and guest rooms.

Laundry Aids – *Laundry aids* are products used in laundries to help clean linens. Bleach (an alkali cleaner) is used to disinfect and brighten linens. Fabric softeners or conditioners coat fibers with a smoothing substance, prevent fabric from getting tangled, reduce shrinkage, and remove static from synthetics. Fabric softener also reduces the absorbency of towels. Stiffening agents such as starch improve the appearance of cotton or linen fabrics and help their surfaces to stay cleaner longer than fabric that is not starched. Starch is applied after cleaning.

Polishes – *Polishes* are products used on metal, wood, and floors to add shine and to protect surfaces. They are used after items are cleaned to form a protective layer on the surface. This layer protects the surface from stains, scratches, and fingerprints.

Metal polishes are used to remove tarnish and scratches. Some metal polishes help prevent tarnish formation. Metal polishes are used on bathroom fixtures, ashtrays, door handles, ornaments, light fixtures, and metal furniture legs. The polish is applied with one cloth, removed with another dry cloth, and rubbed to a shine.

Furniture polish is used when dusting and is applied to clean surfaces. It protects furniture and gives it an attractive and clean appearance. Furniture polish consists of wax, solvent, water, and silicone. It enriches porous surfaces, removes water-soluble stains and grease, and provides a glossy appearance that makes the furniture resistant to the elements. Too much polish, however, may create a sticky surface. Furniture polish should be applied to a cloth rather than to the furniture's surface unless it is a spray polish. Different types of polishes are available for different types of wood. After polish is applied, furniture should be buffed by hand until the surface is dry.

Floor polishes (floor wax) may be water-based or solvent-based and are used when floor buffing no longer creates a shine. It creates a layer of wax on the floor. Solvent-based polish is used on porous flooring such as wood, linoleum, or cork. Water-based polish is used on semiporous and plastic flooring such as vinyl, terrazzo, rubber, asphalt, and marble. Polish should be applied only to clean, dry floors and in accordance with the container's directions. Using the wrong type of polish on flooring could cause damage.

Floor Seals – *Floor seals* are applied to floors to give them a long-term protective coating. They create a film that protects against liquids, grease, stains, bacteria, and dirt. Each type of flooring has its own type of floor seal. The proper type of floor seal should be used or damage could result. Flooring manufacturers or representatives can give information about the type of floor seal suitable to each type of flooring.

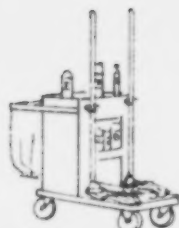
Shampoos – *Shampoos* are used to remove soil from rugs and carpet. Carpet should be vacuumed thoroughly and spot cleaned first. Shampoo should be applied evenly with a rug shampoo machine in overlapping strokes. Afterwards, the carpet should be wet vacuumed, pile brushed, and vacuumed again when dry. Upholstery shampoos should be used periodically to clean upholstered furniture. Shampoo should be applied to upholstery, left to dry, and vacuumed.

SUPPLY CARTS AND CARRIERS

Cleaning carts make housekeeping employees' jobs easier. *Cleaning carts* are carts that carry all the cleaning supplies, equipment, guest room supplies, and

linens needed for a half-day's work. If properly stocked by housekeeping employees, the carts eliminate extra trips back and forth from guest rooms to the housekeeping office or laundry room.

The cart also is equipped with a hand held basket for carrying all the cleaning agent sprays, sponges, and small supplies into a guest room in one trip. The housekeeping employee should carry the basket to every part of the room as it is cleaned. All cleaning supplies needed should be available at the room attendant's fingertips. This basket simplifies work by eliminating wasted time, energy, and unnecessary trips to the cleaning cart. If properly stocked, the housekeeper should have no need to go back to the cart, laundry room, or housekeeping office for additional supplies.



Cleaning carts also have a trash bag or barrel and a laundry bag for collecting trash and dirty linens from each room. The trash container should be cleaned as needed, then dried and waxed. Plastic trash liners make trash bag maintenance easier. Laundry bags are usually made of canvas and should be laundered when soiled. The cleaning cart should be cleaned with a disinfectant detergent solution at the end of the shift each day before the cart is restocked.

Points to Remember

- An executive housekeeper's duty to monitor supplies includes maintaining locked storage areas, investigating disproportionate use and noticeable waste or loss of supplies, and reporting waste or loss to the hotel manager.
- When an employee wastes, takes home, or uses too much cleaning solution, the supply costs increase and negatively affect the department's budget.
- Sponges are good for cleaning small and large areas. A sponge used to clean a floor or toilet should never be used for general cleaning.
- A toilet brush is used to clean the interior and rim of a toilet bowl.
- Housekeeping employees may use scrub brushes to clean rubber bath mats, bathtubs, shower curtains, floors, baseboards, and sinks.
- Cleaning cloths are used to clean and dry many surfaces in guest rooms, public areas, service areas, and restrooms.
- Dusters or dusting brushes should be used to dust high places such as ceilings to remove cobwebs. Dust cloths are used for most surface dusting.
- Vacuum cleaners are used to remove dirt and debris from carpets.
- Carpet sweepers have roller brushes that pick up dirt and debris from carpets and place them in an enclosed pan.
- Brooms are used to remove dirt, trash, and debris from floors.
- Dustpans hold dirt and debris swept in them by brushes or brooms.
- Buckets hold rinse water or detergent solution for use during a cleaning process.
- Mops are used to move liquid across floors.
- Mop buckets with wringers hold cleaning solution. The wringers are used to remove excess liquid from mops.
- Rubber gloves protect hands from being exposed to hot and warm water, detergent solutions, strong chemical solutions, and other items that could harm skin. They also could be used to reduce the friction of broom and mop handles on hands, thus possibly preventing blisters and sores.
- Shampooers or extractors remove deep-seated dirt from carpet or upholstered furniture. General-purpose floor machines or buffers are used to buff, polish, strip, scrub, and shampoo floors. Both of these machines are used periodically by housekeeping employees to clean floors in hotels.
- Two buckets, a dry cloth, a squeegee, and a polishing cloth should be used to clean windows, glass, and mirrors. The dry cloth should be used to remove dust and dirt from the window before cleaning. One bucket should contain a solution of detergent, ammonia, and water for cleaning the window. The other bucket should contain a solution of water and vinegar for rinsing the window. The sponge side of the squeegee should be used to place the solutions on the windows. The rubber blade side of the squeegee should be used to remove the solutions from the windows. The polishing cloth should be used to dry and polish the window, windowsill, and fittings.
- Commercial washing machines should be used to clean all linens for guest rooms and food and beverage departments.

- Commercial dryers are used to dry washed linens.
- Sewing machines are used to repair linens and uniforms or to apply labels on hotel property.
- Mechanical irons are used to iron tablecloths and napkins. Mechanical irons include press irons, rotary irons, or specialized irons.
- Spring-bottom laundry carts are used for holding and moving dirty or clean linens. The spring-bottom in the cart pushes the cart's contents up as the cart is emptied and weight is removed.
- Cleaning agents help remove dirt, dust, grease, stains, and tarnish.
- The improper use of cleaning supplies could result in injuries, damage to furniture or equipment, and waste of the product.
- The temperature and cleanness of the water used to dilute concentrated cleaning agents affect the solution's cleaning ability.
- Housekeeping employees should wear rubber gloves when working with cleaning agents that could irritate hands, nails, and wounds. Housekeeping employees should be careful to prevent cleaning agents from being splashed into their eyes or mouths.
- Cleaning agents used by hotels include detergents, soaps, alkali cleaners, acid cleaners, solvent cleaners, disinfectants, deodorants, laundry aids, polishes, floor seals, and shampoos.
- Cleaning carts enable housekeeping employees to carry with them all the cleaning supplies, equipment, guest room supplies, and linens needed for a half-day's work.

Words to Know

acid cleaners
alkali cleaners
buffers
carpet sweepers
cleaning carts
deodorants
detergents
disinfectants
extractors
floor polishes
floor seals
furniture polish

general-purpose floor machines
laundry aids
mechanical irons
metal polishes
polishes
shampooers
shampoos
soaps
solvent cleaners
spring-bottom laundry carts
squeegee

Questions for Review

1. Why should employees be careful when handling guest room supplies or when using cleaning supplies and equipment?
2. Why should housekeeping employees use sponges that are two different sizes or colors?
3. How can spring-bottom laundry carts make work easier and less tiring?
4. How does temperature and cleanness of the water affect diluted concentrated cleaning agents?
5. Why should housekeeping employees wear rubber gloves when cleaning?



6. What are each of the following cleaning agents' purposes, and what items should be cleaned with each cleaning agent? The cleaning agents include detergents, soaps, alkali cleaners, acid cleaners, solvent cleaners, disinfectants, deodorants, laundry aids, polishes, floor seals, and shampoos.
7. How do cleaning carts make housekeeping employees' jobs easier?

17

Housekeeping and Laundry Tasks in Hotel Operations

ESSENTIAL ELEMENT

- Outline required methods and sequences to be used for performing housekeeping and laundry tasks.(v4D)

OBJECTIVES TO ACHIEVE

- Describe preliminary cleaning tasks used in hotel housekeeping operations.
- Outline general cleaning tasks used in hotel housekeeping operations.
- Identify laundry procedures used in hotel housekeeping operations.

Guests do not want to stay in or pay for dirty hotel rooms. If guests find their rooms are not clean, they probably will complain and never use the hotel again. Clean guest rooms and public areas create a pleasant environment that hotel guests, employees, and visitors enjoy. Clean rooms also are important for guest satisfaction, repeat business, pest control, and preventive maintenance.

It is important to keep furnishings, fixtures, and equipment clean because corrosive minerals, fungi, bacteria, viruses, dirt, and dust can ruin an item's appearance, affect its operation, shorten its life, and endanger the lives of people. Owners and managers of hotels want the equipment, furnishings, and fixtures to last as long as possible without showing wear or breaking down.

HOUSEKEEPING—PRELIMINARY CLEANING TASKS

When housekeeping employees arrive at work, several guests have already checked out of the hotel. Employees should clock in or sign in for work in the procedure the hotel requires. Laundry attendants should report to the laundry room and begin washing and drying hotel linens. Room attendants should pick up keys and clipboards with their worksheets and pencils attached. Public area housekeepers should check the hotel's function sheet first so they know the meeting rooms' schedules and can plan general cleaning and restroom cleaning accordingly.

The room attendants' worksheets list each room attendant's assigned block of guest rooms to be cleaned. Room attendants should look at the list and note the number of

rooms with king-size beds and rooms that may require extra linens for a crib or rollaway bed. Their cleaning carts should have been properly stocked at the end of the previous workday or shift. But, room attendants should check their carts so that they can make adjustments in the number and type of linens they have. When all supplies and equipment are ready, room attendants should report to their assigned rooms and begin cleaning and preparing their worksheet reports.

Each room's current status on a room attendant's block is listed on the worksheet. The **room status** is the room's condition which may be vacant and dirty, vacant and ready, expected checkout, out of order, or stayover. Room attendants should clean vacant and dirty guest rooms first. **Vacant and dirty** guest rooms are those that guests have checked out of and are needed for incoming guests. Rooms that have a status of expected checkout usually are left until the room attendant is notified of their status being vacant and dirty. The types of room status are named similarly at all hotels. The room status called vacant and dirty at one hotel may be called checkout at another hotel.



After cleaning vacant and dirty rooms, room attendants should clean stayover rooms. **Stayover** rooms are guest rooms in which the guests are expected to stay another day. Room attendants write comments on their worksheets as they clean rooms. Comments include information about incorrect room statuses (which might mean a guest has left without paying the bill), found guest items, damaged or missing items, items needing repair, and rooms needing additional linens.

If a guest room is occupied, the room attendant should move on to the next room of the highest priority status to see if it is unoccupied and ready to be cleaned. Room attendants should try to do their jobs without bothering guests. They should return to occupied rooms when guests are away or when guests indicate it is a convenient time. Room attendants should not enter rooms with "Do Not Disturb" signs on the door, pets in the room, or late checkout room statuses until the sign is off the door, the pet is out of the room, or the guest has checked out. Room attendants should immediately inform the executive housekeeper about stayover rooms that appear to be vacant. Occasionally a guest will **skip**, or leave without paying his or her bill. Room attendants and the executive housekeeper should be aware of this possibility and remain alert when cleaning rooms.

While room attendants clean guest rooms, they should use their cleaning carts to completely block the rooms' doors so that the carts' open sides face the rooms. The carts' wheels should be locked in place to prevent movement and to discourage intruders from entering the room unnoticed while it is being cleaned.

Upon entering the guest room, the room attendant should turn on all lights to make sure they work properly and open the drapes and windows to provide extra light for cleaning and to air the room. The room attendant also should set the heating/air conditioner unit as instructed and look around the room for items a guest might have left behind.

Many housekeeping departments have time limits and standards they require of room attendants each day. Room attendants should keep these standards in mind and pace themselves as they work to accomplish cleaning the number of rooms, completing special cleaning assignments, and performing other duties required within their work hours each day.

At noon and at the end of the afternoon shift, room attendants should clean and restock their cleaning carts to prepare them for the next shift. Cleaning carts should be completely restocked and ready so the room attendants can begin morning and afternoon shifts immediately after arriving at work. Rooms should be cleaned quickly and early because some people arrive before noon wanting to check into guest rooms.

To clean and load carts, the room attendant should remove the trash and linen bags first. Trash bags may be collected by maintenance personnel or housekeeping personnel, and laundry bags should be taken to the laundry room for laundry attendants to empty and clean. Room attendants should replace the dirty bags by installing clean laundry and trash bags on the carts.

Next, room attendants should remove supplies from the cart, place dirty cloths in a dirty cloth basket, clean the cart with a wet cloth, and dry the cart with a dry cloth. The room attendant should refill the bottles of cleaning liquids, make sure the caps are tight, and replace the bottles and supplies on the cart. The bottles should be placed upright so they will not leak on other supplies. Linens and cleaning cloths should be loaded on the carts. The room attendant should rinse sponges and scrub brushes and then place them on the cart.

Cleaning carts used by room attendants and public area housekeepers should be filled with enough supplies to handle a half-day's work. Employees are recommended to push the cart a short distance after it is loaded to make sure it works properly. Carts must be correctly loaded so supplies will not be damaged.

Laundry attendants should rotate the linen supply daily so that the linens room attendants select to use in guest rooms have aired and have been shelved for at least one day. Laundry attendants should label the linens ready for use by placing movable signs in front of the ones that may be used for the day.

Before restocking cleaning carts at the end of the shift, housekeeping employees should turn in their keys and worksheets to the executive housekeeper. The keys should be stored locked in the housekeeping office. Room attendants also should turn in lost and found items at the end of the shift and before lunch breaks. They also should report comments received from guests.

The main duty of housekeeping employees is to ensure the highest standard of cleanliness for the items they clean. They also are responsible for informing the executive housekeeper about damaged or missing items, rooms they are unable to enter, guests who are ill or need help, and maintenance repairs that are needed.

HOUSEKEEPING—GENERAL CLEANING TASKS

Room attendants and public area housekeepers generally follow a cleaning routine established by themselves or by management. This routine keeps them from forgetting to clean items and makes their work more energy efficient. It also helps them pace themselves so that they get their assigned blocks of rooms or areas cleaned on time. For his or her routine, a room attendant may use the following procedures:

1. Knock on doors until an unoccupied room is located.
2. Unlock the door and post a housekeeping sign.
3. Place the cleaning cart across the entire doorway with the open side facing inside the guest room.
4. Turn on all the lights, open drapes and windows, set air conditioner/heater as instructed, turn on the radio and television to make sure they work, and then turn them off.
5. Look for items guests may have left behind.
6. Make sure the contents in ashtrays are completely extinguished and empty ashtrays into a metal container on the cleaning cart.
7. Remove sheets and pillowcases from the bed(s). Place pillows, bedspreads, and blankets on a chair.
8. Remove bath linens from bathroom.
9. Gather cleaning supplies in the carry basket.
10. Clean the bathroom.
11. Clean the vanity area.

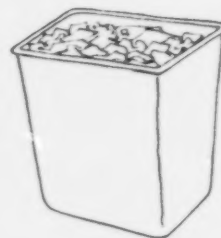
12. Restock guest room supplies and linens in the bathroom, vanity, and other areas.
13. Make the bed(s).
14. Dust and clean guest room furnishings.
15. Vacuum the carpet.
16. Perform special cleaning project assigned by the executive housekeeper.
17. Turn off lights, close windows and drapes, and set air conditioner/heater unit as instructed.
18. Inspect the room and change its room status on the worksheet.
19. Record any additional comments on the worksheet.
20. Spray air freshener in the room.
21. Leave and lock the door.
22. Remove the housekeeping sign.

Executive housekeepers may assign special cleaning projects periodically to housekeeping employees for preventive maintenance of items that require periodic care. Employees should complete these special assignments along with the rest of their cleaning duties. Examples of special projects may include removing cobwebs from ceilings and walls, cleaning lampshades and light fixtures, cleaning walls, and removing draperies for cleaning.

Removing Trash

The room attendant should empty all trash into one trash can or on discarded newspaper. When the trash is emptied on newspaper, the room attendant can check for guests' items accidentally lost in the trash. The newspaper can be folded with the trash inside and put in the trash bag on the cleaning cart.

Ashtrays should be emptied into a metal container on the cleaning cart and should not be emptied into the trash can or toilet, even if the room attendant is sure the tobacco products are completely extinguished. Emptying ashtrays into toilets make cleaning the toilets difficult and may clog plumbing lines. Empty ashtrays should be placed in the vanity sink and filled with water to soak while other items are being cleaned. Ashtrays should be cleaned before the vanity area is cleaned. Broken, chipped, or cracked ashtrays should be replaced.



Making Beds

If beds do not appear to have been used, linens should not be changed. However, if a room attendant is not sure, he or she should change the linens.

While removing bed linens, room attendants should check for stains on linens, pillows, mattress pads, blankets, and bedspreads. Pillowcases should be removed from the pillows, and the pillows should be placed on a chair in the room. Room attendants should fold bedspreads and blankets removed from the bed and place them on top of the pillows. To prevent soiling, these items should not be placed on the floor.

Room attendants should place stained linens in one of the pillowcases. This signals laundry attendants that special treatment is needed on the items in the pillowcase. If the bedspread, blanket, or mattress pad has been stained, the room attendant should call the laundry department and ask for someone to bring another one to replace the stained one. Dirty linens should be placed at the end of each bed until the room attendant makes a trip to the cleaning cart, or the linens may be placed in the laundry bag on the cleaning cart as soon as they are taken off the bed. Room attendants should allow beds to air out while the rest of the room is being cleaned.

Guest property (such as work papers, open briefcases, or open suitcases) on beds in stayover rooms should not be bothered if the room attendant believes that

moving the property would disturb the item or upset the guest. When this occurs, the room attendant should not make the bed with the property on it and should tell the executive housekeeper or inspector the reason for leaving the bed unmade. The executive housekeeper or inspector can leave a "Sorry we missed you" sign on the bed or leave a message for the guest with the front desk clerk about why the bed was not made. To give a guest a message, the front desk clerk turns on a message light on the guest's room telephone. When the guest returns, he or she calls the front desk and the front desk clerk relays the message. At this time, the front desk clerk may ask if the guest would like housekeeping service or replenishment of towels or other guest room supplies.

After the beds have aired, which can be accomplished while the room attendant cleans the bathroom and vanity areas, the room attendant can begin making beds. The mattress pad should lie smooth and flat across the bed. Room attendants should make one side of the bed at a time to save steps, energy, and time. They also should learn to judge the center of the bed linens by the creases of the folds. Being able to center the bedding properly saves time.

To miter the corners of the bottom sheet, the room attendant should follow these steps. They are illustrated in figure 17.1.

1. Spread the bottom sheet on the bed and make sure it is centered. About eight inches of sheet should be left hanging over the end of the mattress at the head and foot of the bed. This is used to tuck the sheet under the mattress and miter the corners.
2. Tuck the sheet at the foot of the bed between the mattress and box springs and smooth the sheet to the bed's corners. At the corner of the bed facing the room's door, grasp the side edge of the sheet and lift it into the air about six inches. This should cause the sheet's corner to hang below.
3. Fold and tuck the sheet's corner under the mattress.
4. Tuck the side edge of the sheet between the mattress and box springs. The sheet at this corner should have a diagonal fold.

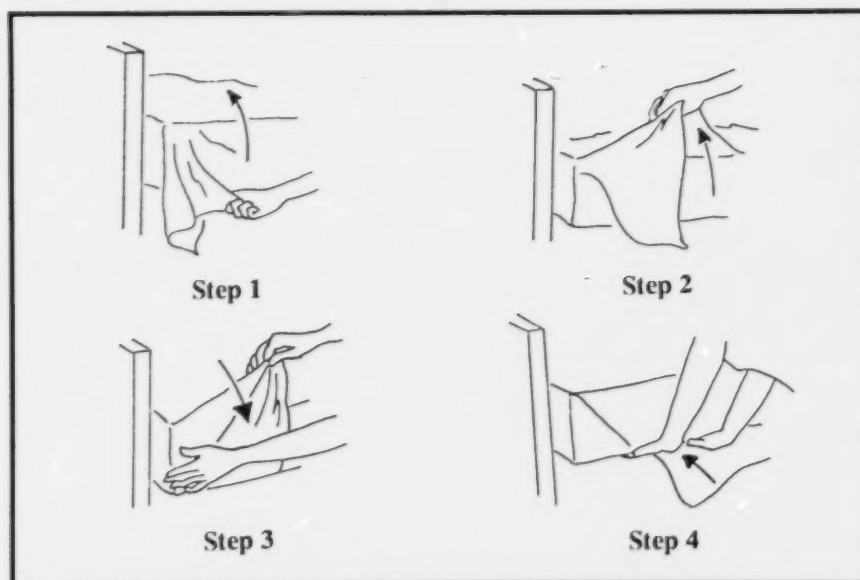


Figure 17.1

The room attendant should miter the other corner of the mattress on the same side of the bed. After both corners have been mitered, the room attendant should work back along the same side of the bed toward the foot tucking the side of the sheet between the mattress and box springs.

The room attendant should then do the following:

1. Place the top sheet on the bed with the smooth side of the hem facing the bottom sheet.
2. Bring the hem up to the head of the mattress and allow the rest of the sheet to hang smooth, loose, and even at the bottom of the bed.
3. Lay the blanket flat on the bed with the top hem about four inches below the hem of the sheet.
4. Turn the sheet back over the edge of the blanket at the head of the bed and tuck in the sheet and blanket together at the foot of the bed, mitering both corners. The rest of the sheet and blanket on that side of the bed should be smoothed and left hanging or tucked slightly between the mattress and box springs along the side of the bed.
5. Complete the other side of the bed in the same manner.

To place the bedspread on the bed, the room attendant should stand on the side of the bed closest to the door and lay the bedspread across the center of the bed. The bedspread should be unfolded and adjusted so that it hangs evenly around the bed. The room attendant should make sure the bedspread touches but does not drag the floor. The room attendant should work toward the head of the bed unfolding and smoothing the bedspread and making sure it touches the floor on the side that can be viewed from the door. Ideally, the bedspread will hang evenly on both sides of the bed. If the bedspread is too wide or not wide enough, the room attendant should place the bedspread so that the uneven side hangs on the hidden side of the bed, not on the side that faces the door. The room attendant should turn the top of the bedspread back about two feet and lay freshly fluffed pillows on the bed.

To put pillowcases on pillows, the room attendant should place zippered ends of pillows into the pillowcases first and then push the pillows into the pillowcases. Room attendants should not be allowed to hold the pillows under their chins to put pillowcases on pillows because makeup or skin oils could stain pillows. The pillows should be placed on top of the folded part of the bedspread with the open ends of the pillowcases facing away from the center of the bed.

After the pillows are in place, the room attendant should turn the hemmed edge of the bedspread over the pillows and tuck the bedspread underneath the pillows. Then, the entire bed should be smoothed. The room attendant should place the hanging corners of the bedspread up on the bed so that the floor underneath may be vacuumed. After vacuuming the floor, the room attendant should move the bedspread's corners back into place.

Some hotels may require room attendants to roll the pillows when turning up the bedspread. To roll the pillows, the room attendant should gently roll the pillows over toward the headboard, cover them with the bedspread, and tuck the bedspread underneath the pillow. Rolled pillows give the bed a neat, finished appearance and are good indicators of whether or not a bed has been used.

Cleaning Bathrooms, Vanity Areas, and Public Restrooms

The most important part of a room attendant's job is cleaning the bathroom and vanity areas. These areas must appear visibly clean and sanitary to the guest. Bacteria, viruses, and fungi that cause disease could inhabit these areas. It is the hotel's responsibility to make sure bathrooms, vanity areas, and public restrooms are clean for guests' and visitors' protection. Public area housekeepers also should check and restock the supplies periodically each day.

Used towels, hand towels, and washcloths should be taken from guest rooms and checked for stains at the same time bed linens are removed. Unused towels and washcloths should be left in the rooms for the next guest to use. If rubber safety bath mats are used inside bathtubs, room attendants should leave terry bath mats in the bathroom to use later when cleaning the rubber mats. While gathering dirty bathroom linens, room attendants should check to see if new plastic cups, toilet tissue, facial tissue, wrapped soap bars, or other amenities are needed.

The room attendant should carry the dirty bed and bath linens to the cleaning cart's laundry bag and select fresh linens from the cart. Clean cups, new tissue, and other guest room supplies and amenities should be placed in a carry basket along with cleaning cloths, sponges, scrub brushes, and cleaning agents. The filled carry basket and fresh linens should be carried into the room at the same time. The room attendant should leave the bath linens and guest room supplies and amenities on the bed until after the bathroom and vanity areas have been cleaned.

The room attendant should set the carry basket on the bathroom floor and rinse the sponges in the sink. Used bars of soap may either be collected in a plastic bag and given to laundry attendants to use in stain removal or may be thrown away with the trash. Soap in stayover rooms should not be removed; however, an extra wrapped bar may be placed on the vanity and in the bathroom after they have been cleaned.

Cleaning Bathtubs and Shower Areas – Room attendants should clean the rubber mats used in bathtubs by applying an all-purpose spray cleaner on the mat and scrubbing both sides with a sponge or scrub brush. Both sides should be wiped clean with a wet sponge. Next, the room attendant should rinse the mat under running water. Excess water should be shaken off the mat while the room attendant holds it over the bathtub. Room attendants should dry the rubber mat by wrapping it with the used terry mat, rolling the two together, and setting it aside. The rubber mat also may be hung inside the bathtub to dry, or dried with a clean, dry cloth. Room attendants should spray disinfectant on the mat after it is dry.

The shower curtain should be cleaned with an all-purpose cleaner sprayed on the inside of the curtain and on the outside at the bottom of the curtain. The room attendant should use a scrub brush wet with hot water to scrub both sides of the shower curtain and should then clean the curtain with a wet sponge. Two dry cloths should be used to dry the shower curtain. The room attendant should hold one cloth in each hand and dry the shower curtain by moving the cloths down the curtain on both sides at the same time. The room attendant should then push the shower curtain to one side with the bottom of the shower curtain outside the bathtub so it will not get wet while the bathtub is being cleaned. The room attendant should then clean the dust from the shower curtain rod and fixtures with a dry cloth.

Before cleaning the shower wall inside the bathtub, the room attendant should place a cloth in the middle of the bathtub to stand on. The cloth helps prevent the room attendant from slipping while standing in the bathtub cleaning the walls.

The shower walls, shower head, chrome, and soap dish should be sprayed with the all-purpose cleaner and scrubbed with a wet sponge. The areas where fixtures are attached to the basins or walls should be thoroughly cleaned. The room attendant should fold a clean, dry cloth and use it to dry the walls, soap dish, shower head, and chrome. Room attendants should make the chrome shine and appear free of any water or soap deposits.

After cleaning the shower walls, shower head, chrome, and soap dish, the room attendant should remove the cloth from the bottom of the tub and begin

cleaning the bathtub. The bathtub stopper should be removed, cleaned thoroughly with a scrub brush and an all-purpose cleaner, and replaced after the bathtub has been cleaned. The bathtub should be sprayed with all-purpose cleaner. The room attendant should sit on the edge of the bathtub or kneel beside the tub on the floor. She or he should use a scrub brush to help remove the soap ring inside the tub and to scrub the tub. Nonskid surfaces should be scrubbed with the scrub brush. The room attendant should use the bathtub faucet's water and a wet sponge to thoroughly rinse the tub. The room attendant should wipe the inside and outside of the tub with a clean, dry cloth. Finally, the room attendant should spray disinfectant and fungicide on the tub and shower.

At this point, the dried rubber mat should be placed on the edge of the bathtub with its suction cups up. The shower curtain should be placed inside the tub in the center of the shower rod. If the hotel's logo is printed on the shower curtain, hotel management usually asks room attendants to make sure guests can see the logo as they enter the bathrooms. If the bathroom is designed to accommodate handicapped guests as well as other guests, the room attendant must make sure the hand held shower head hangs down where a handicapped person can reach it.

Cleaning Toilet Areas – The toilet area must be scrupulously cleaned with cloths, a toilet brush, and a specific sponge. The toilet area should never be cleaned with a guest towel or washcloth. The hotel operation should provide a different color or size sponge to be used to clean the toilet. The cleaning equipment used to clean the toilet area also should not be placed on or near other cleaning equipment, because the cleaning equipment and items they are used to clean could become contaminated. For their health protection, room attendants should wear gloves while cleaning the toilet.

The room attendant should wipe the towel rack and vent first with a dry cloth. If a wrapped roll of toilet tissue is on the toilet tank, the room attendant should remove it. Room attendants should spray the entire toilet tank surface with all-purpose cleaner and wipe it clean with the sponge designated for use on the toilet area. Next, the room attendant should flush the toilet and spray all-purpose cleaner on the toilet lid, seat, and on the inside and outside of the toilet bowl. The outside and base of the toilet bowl should be wiped with the sponge. The lid, seat, outside, and base of the bowl should be dried with a cloth. The toilet bowl's interior and rim should be scrubbed with the toilet brush. The room attendant should stir the cleaning agent in the water while scrubbing higher parts of the bowl. The room attendant should spray disinfectant on the toilet and close the lid.

A wrapped bar of soap should be placed seam down on the toilet tank or on the soap tray in the bathtub. The room attendant should place a wrapped roll of toilet tissue on the toilet tank with its seam facing the wall. Using a dry cloth, the room attendant should wipe the toilet tissue holder and both sides of the bathroom door.

Cleaning Vanity Areas – The next area the room attendant should clean is the vanity area. The room attendant should place the carry basket on the floor of the vanity area. Since ashtrays have soaked for several minutes, the room attendant should remove them from the sink, spray them with all-purpose cleaner, wipe them with a cloth, and dry them. One ashtray should be placed on the vanity. The others should be distributed around the guest room, such as on the nightstand, table, and desk.

The room attendant should wipe the vanity lights with a clean, dry cloth or duster. The vanity mirror should be cleaned with glass cleaner. The room attendant should spray one stream of glass cleaner from the top left corner of the mirror to the bottom right corner, fold a dry cloth into a square, and wipe the mirror from the top left corner to the right corner, back and forth until the mirror is clean. If more than one stream is used, the mirror will streak.

Room attendants should clean the sink and counter top next. The room attendant should remove the ice bucket, tray, and any plastic cups from the vanity counter first, then spray the sink and counter with all-purpose cleaner. The room attendant should wipe the sink and counter with the wet sponge used on the shower walls. Room attendants should also clean the splash boards, ledges, and chrome. The towel rack and tissue box should be wiped with a cloth sprayed with glass cleaner. After cleaning the counter, the room attendant should check the amount of facial tissue in the tissue box and replace the box if necessary. The room attendant also should make sure that one sheet of tissue is partially pulled out of the box.

The room attendant should wash the ice bucket and tray with all-purpose cleaner and hot water. He or she should wipe them with a clean, dry cloth to avoid transfer of germs to these items. The ice bucket and tray hold items that will be placed in or near guests' mouths; therefore, sanitation is necessary. After wiping the tray and bucket clean, the room attendant should place them in the corner of the vanity counter top. Four clean cups or glasses should be placed on the tray and a clean ashtray should be placed in front of the tray. A wrapped bar of soap should be placed between the tray and the sink or on the sink's soap tray. Room attendants should make sure hotel logos on glasses, ice buckets, soap bars, or other hotel amenities are clearly visible. Room attendants usually do not place ashtrays in rooms that have been designated as nonsmoking rooms.

After cleaning the vanity, the room attendant should dust the clothes rack and hangers with a dry cloth. The room attendant should make sure the appropriate amount and type of hangers are on the rack and should write a comment on the worksheet if any are missing. The hangers should be moved to one end of the rack. Room attendants place a clean paper laundry bag with a price list attached, a plastic bag, and a valet towel on top of the clothes rack over the hangers. Some hotels, however, prefer these to be placed in the desk or dresser.

After the vanity and bathroom areas have been cleaned, the room attendant should place fresh towels and washcloths in both rooms. All guest rooms should be supplied with one bath towel, one hand towel, and one washcloth for each pillow in the room. Each room should have one terry bath mat. The room attendant should lay the terry bath mat over the rubber mat on the edge of the bathtub and make sure the towels and washcloths are displayed neatly.

Cleaning the Floors – Bathroom floors should be scrubbed and disinfected. In some hotels, the room attendant cleans the bathroom and vanity floors by kneeling on a cloth, spraying the floor with all-purpose cleaner, and scrubbing the floor. Room attendants are instructed by management and the executive housekeeper not to walk or stand on wet floors because they could fall. At some hotels, room attendants stand and use mops to clean the floors. The floor should be scrubbed with a scrub brush, large sponge, or mop and dried with a cloth. If a mop is used, the room attendant should also prepare an all-purpose cleaning solution in a bucket. Spills, stains, and stubborn grime should be scrubbed before the room attendant cleans the entire floor.

Room attendants should clean only a small area of the floor at a time, beginning with a back corner of the bathroom. They should cover the entire bathroom while working their way into the vanity area. If the vanity area has a hard floor surface, it should be scrubbed, too. Room attendants should clean behind the bathroom door and toilet, the baseboards along the wall, and all the pipes underneath the sinks and toilet. After drying the floor, the room attendant should spray disinfectant over the entire floor.

After the bathroom and vanity floors are cleaned, the room attendant should spray the inside and outside of the trash cans with all-purpose cleaner, wipe them with a damp sponge, and dry them with a dry cloth. One trash can should be

placed under the vanity near the sink. The other should be placed under the desk or next to the dresser. The room attendant should then turn off all lights in the bathroom and vanity area.

Cleaning Public Restrooms – Public restrooms must be cleaned at least once a day, preferably once each shift. These restrooms also should be straightened and resupplied as needed. If large meetings or conventions are taking place in the hotel, public restrooms need to be cleaned, straightened, and resupplied more often.



Public restrooms should be cleaned in a manner similar to guest room bathrooms. Public area housekeepers should empty trash first. They should use an all-purpose cleaner and a sponge to clean the vanity areas and sinks. These areas should be rinsed with water and polished dry. Public area housekeepers then clean the mirrors and wall tiles. The walls of restroom stalls should be washed with all-purpose cleaner, rinsed, and polished dry. The top edges of the walls and door hinges should be cleaned also. The toilet should be thoroughly cleaned inside and out with a toilet brush, rinsed, and polished dry. All chrome and pipes should be cleaned and polished.

The restroom floor should be cleaned with two mops, two buckets, and a scrub brush. One mop and bucket should be used with the cleaning solution, and the other mop and bucket should be used with the rinse water. The floor should be soaked with the cleaning solution and then scrubbed with a scrub brush. Using a scrub brush over the entire floor, the public area housekeeper should be able to clean behind the toilet, along the baseboards, in corners, and in the grout between the tiles. After scrubbing the floor, public area housekeepers should rinse the floor thoroughly with clean water until it is no longer sticky. All restroom supplies should be restocked. These supplies include soap, paper towels, toilet tissue, sanitary items, and any other supplies needed.

Dusting

Dust is everywhere and accumulates every day. Daily dusting is necessary to prevent poor room appearances and irritation or infections to humans. Dusting also gives the room attendant another opportunity to check for items that were left by guests or items that are in need of repair.

Housekeeping employees must use clean cloths for dusting. Soiled cloths spread dust and streak furniture. A dust cloth folded into a square gives the room attendant a portion of the cloth to use at a time. A folded cloth also gives more cloth surfaces to use compared to unfolded or wadded dust cloths. Chemically treated cloths hold dust and prevent it from being stirred. Oiled or treated cloths may be used on furniture treated with oil polish, but should never be used on waxed surfaces. The oil on the cloths will make the wax surface gummy. Cloths treated with glass cleaner or all-purpose cleaner may be used on plastic or laminated surfaces.

Room attendants and housekeepers often begin at one point in the guest room, such as the entrance, and dust around the room in a circle. They should begin dusting at the highest point and work down, using long, straight strokes. By working in a circle, starting and ending at the same spot, the room attendant saves steps and probably will not miss an area. The room attendant or public area housekeeper should not neglect dusting vents, windowsills, air conditioner/heater units, drawer handles, the inside of drawers, lamp fixtures, picture frames, and furniture legs. Room attendants should be taught never to dust around an item, but always to move the item and dust under it, unless this disturbs a guest's belongings. When dusting the television, telephone, radio, and lampshades, room attendants should spray dusting cleaner or glass cleaner on the cloth instead of directly on the items. A dry cloth should be used to dust light bulbs.

Caring for Furniture

Deep cleaning furniture care is a task performed by the housekeeping staff periodically. Upholstered furniture may be deep cleaned periodically when the furniture will not be used, such as when the room is out of order for some reason. Rooms cannot be rented when the upholstery of the furniture is wet and in the process of drying. The public area housekeeper or room attendant should vacuum the furniture using the vacuum cleaner's upholstery attachments to remove dust, crumbs, and debris. Then, the seat cushions should be shampooed. The seat cushions should not become too wet. After the seat cushions have dried, the shampoo should be removed by vacuuming. The room attendant or housekeeper should treat stains according to the executive housekeeper's instructions or suggestions from a stain removal chart. Damages also should be reported to the executive housekeeper.

During daily furniture care work, room attendants and public area housekeepers should use spray polish to dust and clean furniture surfaces such as wood and plastic veneers, varnish, and gloss paint. Wax and cream polishes should be used on wood and other porous surfaces.

Maintaining Floors

All rooms should be vacuumed daily, including stayover rooms. Furniture, such as tables and chairs, should be moved aside if the vacuum cleaner is unable to pass under them. The room attendant or public area housekeeper should begin vacuuming from the back wall of the room and work toward the door of the room. Housekeeping employees should use short, straight, and overlapping strokes in a backward and forward fashion to thoroughly vacuum a room. Small stones, pieces of metal, and similar items cannot be picked up by the vacuum, so the employee must pick them up by hand. The vacuum cleaner cord must be kept out of the machine's path so that it will not run over and damage the cord. When the employee finishes vacuuming, he or she should wind the cord on the vacuum cleaner and turn down the corners of the bedspread that were turned up to allow the vacuum cleaner to pass under the bed.

Room attendants and public area housekeepers usually are the first to spot a stain in the carpet of a guest room or public area. Stain removal should be attempted when the stain is first noticed; otherwise, the stain becomes set. If a room attendant notices small stains on the carpet, he or she should try to remove the substance causing the stain by either scraping or blotting it. The room attendant then may try to remove the stain with a mild detergent solution (for water-based stains), glass cleaner, rug cleaner, or dry cleaning fluid (for oil-based stains). The employee should blot the stain with the solution. The procedure should be repeated until the stain is gone. If the carpet is really dirty, the room attendant should notify the executive housekeeper by writing a comment on the worksheet. The housekeeping office may have a stain removal chart for specific stains.



Hard floors should be cared for by dust mopping and damp mopping. Dust mopping is a dry mopping process. **Dry mopping** is a process in which no liquid is used to mop. Floors should be dusted with the largest possible dust mop that will clean the area efficiently. The room attendant or public area housekeeper dusting the floor should push the mop forward in a straight line, never lifting the mop from the floor. Lifting the dust mop for any reason spreads dust back over the floor. Employees should push dust and debris collected by the mop into a dustpan and carefully dump it into the trash without spilling it back on the floor. Dust and debris should be vacuumed or brushed out of dust mops daily.

Damp mopping processes require different kinds of mops than those used for dry mopping. Sponge mops, cotton mops, or other absorbent fiber mops may be

used. **Damp mopping** is performed by immersing a mop in a bucket of solution containing water and detergent that does not require rinsing. Excess solution should be wrung out of the mop before it makes contact with the floor. The room attendant or public area housekeeper should pull the mop parallel to the wall's baseboards and furniture and use parallel push and pull strokes to clean the floor. After a few strokes, the employee should immerse the mop in the solution, wring it out, and continue mopping again. If the solution gets dirty, the bucket should be emptied and refilled with the same solution.

Cleaning Windows, Glass, and Mirrors

Frequent dusting of windows, glass, mirrors, and light fixtures keeps them clean, prevents a buildup of film, and prolongs the time between cleanings. However, after a period of time these items will need to be washed to remove the soil film that is always deposited. Both sides of windows and glass should be cleaned for them to look clean. Window washing is another periodic special cleaning project of room attendants and a regular task of public area housekeepers.

Condensation and changing temperatures during cold weather create more accumulation of dust on windows. Windows have more tendency to streak while being cleaned in cold weather. Other causes of streaking include mineral deposits left by hard water or too much cleaning solution on a window, which leaves a film. Abrasive powders should never be used to clean windows because they leave a powder film and scratch the surface.

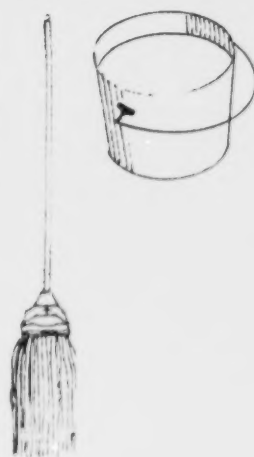
When cleaning windows that have curtains or drapes, room attendants and public area housekeepers should tie the curtains and drapes out of the way or take them down. If they are taken down, it would be a good time to shake out the dust and have them cleaned or washed. Window shades and blinds should be pulled down or closed and dusted on both sides. The shade then should be rolled up and taken down. Blinds may be cleaned by wiping the slats with a clean cloth. After they are cleaned, the blinds should be pulled up as high as they can go. The windowsills and frames should be dusted and washed.

Room attendants and public area housekeepers should protect the floors and walls below windows with some type of covering. They should use a damp cloth to remove dirt from the window and newspapers to help remove greasy spots from a window. A vinegar solution should be used to remove stains from windows.

Room attendants and public area housekeepers should fill one bucket with a synthetic detergent cleaning solution and one with warm water for rinsing. Other types of detergents made with animal or vegetable soaps leave streaks and deposits. Employees should wash and rinse windows when the sun is not shining on them. Windows should be washed and rinsed with a sponge, squeegee, or cloth one pane at a time. Afterward, the windows and frames should be dried and polished to a shine. Large squeegees should be used on large windows, inside and outside. Squeegee blades must be wiped with a cloth after each stroke to prevent streaking.

The same cleaning methods should be used for glass and mirrors, except the room attendant or public area housekeeper may hold a blotter against the mirror's frame to prevent water from getting into the frame or on the wall. Employees also must be careful to avoid wetting the back of the mirror. This could cause eventual damage to the mirror's silver backing, thus ruining the mirror's appearance and reflective ability.

Chamois, squeegees, or lint-free cloths are good for drying windows. Chamois must be rinsed and wrung out frequently. When using a squeegee,



employees must make overlapping strokes from top to bottom or side to side and wipe the squeegee after each stroke. Lint-free cloths prevent lint from being left on the surface when drying and polishing windows, glass, and mirrors. Other types of cloth leave lint on the glass. Newspapers also are effective for drying windows.

After cleaning the windows, glass, or mirrors, the room attendant or public area housekeeper should clean and rinse the equipment, let the equipment dry, and replace the curtains, drapes, shades, or blinds.

Cleaning Light Fixtures

Lights tend to attract dust and bugs. This affects a light's illumination efficiency. Efficient lighting is dependent upon the regular cleaning of lampshades, globes, or other coverings. Lamp coverings, bulbs, and fixtures attached to walls need to be dusted daily to remove dust, debris, and stickiness. Fixtures also should be cleaned weekly with a cloth dampened with all-purpose cleaner. Before cleaning the fixture with a damp cloth, the electricity to the light fixture should be disconnected. Fixtures should be cleaned often enough to maintain proper illumination. Room attendants and housekeepers should clean ceiling lights periodically.

Light bulbs can be cleaned with the same solution with which windows and mirrors are cleaned. Light fixtures can be taken apart. Some parts may be washed in a sink full of sudsy water, rinsed in hot water with a small amount of ammonia added, and wiped dry. Some light fixture parts can only be wiped with a cloth wrung out in sudsy water. After all the parts are clean and dry, they may be reassembled, plugged back into the electrical outlet, and turned on to produce a gleaming appearance.

Housekeeping employees may wash fabric lampshades in a tub of warm sudsy water after removing nonwashable trim. A soft brush dipped in the suds may be used to lightly rub stains. The room attendant or housekeeper should dip the shade up and down in the tub. When the water becomes dirty, it should be changed. The lampshade should be rinsed in two or three changes of clean water. Even though the cloth may stretch when wet, it should shrink when it dries. Wet lampshades should be hung and allowed to drip dry or they may be placed on white towels to dry. They also may be wiped with a towel until almost dry, placed on the lamp with the light bulb turned on, and allowed to dry. The heat from the bulb would help the lampshade dry. Ruffles on lampshades should be pressed with the fingers.

Plastic, laminated, parchment, and fiberglass lampshades should not be cleaned by the above method. They should be cleaned with dry suds, which are made by whipping detergent moistened with water until stiff like whipped cream. The room attendant should use a cloth or sponge to dab the dry suds on the inside and outside of the shade. The room attendant should be careful to not let the glued binding become wet and should not rub the suds in. The room attendant should wipe off the suds with a clean, damp cloth and wipe the lampshade dry.

Cleaning Walls, Ceilings, Doors, and Woodwork

Dirty walls and ceilings are breeding places for bacteria and viruses, and they present a poor image. Wall washing should be done by employees who are trained to perform the task; inexperienced employees may make walls appear stained or streaked. The room attendant or public area housekeeper performing this task should first remove the dirt and dust from the walls by dusting or vacuuming. Walls may be dusted with a wall mop or a cloth may be tied over a broom or mop. The paint and wallpaper must be tested in a small unobtrusive corner to find out whether or not it is washable. Employees should use a wet

sponge with cleaning solution to test the small area. If the color and finish of the wall looks the same, but cleaner after washing, the paint or wallpaper is washable. If the color or finish rubs off as a result of washing the wall, the wall is not washable and the employee should inform the executive housekeeper.

Spot cleaning is cleaning small, dirty areas of a wall and is one method of maintaining a wall's appearance. A cleaning solution should be sprayed sparingly on the spot and wiped with a damp sponge from the center of the spot outward in a circular motion. Less pressure should be applied as the person's hand moves outward. Spots should be removed as they appear. They should not be left to be cleaned later. This procedure helps the cleaned area blend in with the rest of the wall. If the walls are thoroughly dirty, spot cleaning makes them look worse, and the entire wall should be cleaned.

Employees who wash walls should start from the lowest point and work up. This method prevents the detergent solution on the sponge from streaking as it drips down a dirty wall. Sponges and water should be clean so that the walls will be clean. Employees washing with dirty water only smear the dirt on walls. Therefore, the cleaning solution must be changed frequently and a small amount of ammonia should be added to cut grease. Hard rubbing and abrasives may damage walls. It is important to rinse walls to remove the detergent solution's residue. The residue also could damage the wall surface. Wallpaper can be washed in the same manner, except the paper should be washed and then allowed to dry. Wallpaper can be washed again, if necessary, but it should never be rubbed.

Wood paneling, simulated wood plastic laminate, and unpainted wood trim should be cared for the same way as wood furniture. They should be dusted and polished with furniture polish or waxed in the direction of the wood's grain.

A cleaning cloth, dry dust mop, or vacuum should be used in a lifting motion to remove cobwebs from ceilings without streaking walls. Dusting around light fixtures helps eliminate the spread of cobwebs.

Some types of ceilings are washable. Housekeepers should use the same procedures used for washing walls. Other ceiling finishes may be damaged by washing. A scrub brush, ladder, sponge, and bucket of cleaning solution should be used. The room attendant or public area housekeeper should start in one corner, clean the area that can be reached, and rinse the area with a sponge wrung out in clean water. There should be no visible marks to show where one area was finished and another area began.

Woodwork can be washed with the same solution and procedure used for washing painted walls; however, the paint or finish must be tested in an unobtrusive corner first to make sure it is washable. When cleaning woodwork, an employee should use a sponge with suds, start at the baseboards, and reach as far as possible without stretching. This area should be rinsed with a clean, damp cloth and wiped dry with another clean cloth. Then, the employee should move on to the next area.

Room attendants or public area housekeepers should start at the lowest point and working up on all walls, trim, and window frames to prevent streaking. Water and cleaning solution should be changed when they appear dirty. This prevents smears and streaks. Having to reclean streaks and smears adds more work to the job.

Doors and door hardware should be dusted and cleaned or polished often to prevent dirt buildup. They should be dusted before they are washed. Doors should be washed in the same method as walls and woodwork; however, they must be dried thoroughly to prevent warping.

Cleaning Window Treatments

Window treatments are the coverings over windows, such as drapes or blinds. They collect dust and dirt and must be cleaned occasionally.

Most hotels use draperies in guest rooms and public areas. Draperies usually must be removed and dry-cleaned periodically. Between dry cleanings, room attendants or public area housekeepers should use a vacuum cleaner and its upholstery attachments to remove dust and dirt from the draperies occasionally as a special cleaning assignment. The hotel should keep spare sets of draperies to allow periodic dry cleaning of guest room draperies without having to put guest rooms out of service.

Some hotels also use Venetian blinds, vertical blinds, or miniblinds in public areas and sometimes in guest rooms. The blinds should be closed to remove dust from the slats and other parts using a vacuum cleaner and dusting attachment or a clean, treated cloth. They should be dusted on both sides. Blinds also may be wiped with a cleaning solution in addition to being dusted. Afterward, they should be rinsed with a cloth wrung out in clean water and wiped dry or allowed to air dry.

Controlling Pests

Insects, rodents, cats, and fungi are the most common pests found at hotels. Pests are a threat to hygiene and disturb guests and employees who encounter them.



The best way to control pests is by maintaining high housekeeping standards, although pests may infest an area anyway. Many pests are attracted to warmth, moisture, dust, food waste, or debris. These conditions encourage pests to remain and breed in buildings. High room temperatures and the lack of natural ventilation cause hotels to have warmth and moisture. All hotels should have a pest control program contracted with a local pest control service or performed by a specialist in the engineering or maintenance department. If hotels do not have pest control programs, they probably will quickly have serious pest control problems. Procedures for preventing rodent infestation include the following:

- Inspect all food supplies, crates, boxes, and cartons upon arrival.
- Seal all cracks, crevices, and space around pipes.
- Install windows tightly and build floors properly.
- Use sheet metal or other material to prevent rodents from entering doors, vents, or windows.
- Keep outside trash storage areas clean with tight-fitting lids on refuse bins.
- Keep areas around the building clean.

Procedures for preventing the infestation of insects, spiders, and mites include the following:

- Keep all rooms, closets, and storage areas, especially food storage and preparation areas, clean and free of dust.
- Rotate foods so that those purchased first are used first.
- Keep food in tightly closed containers.
- Inspect dark areas frequently for infestation of bugs.
- Inspect buildings for sources of dampness and correct the problems.
- Spray all areas regularly with insecticide or pesticide, or use automatic insecticide dispensers.
- Dispose of any product that has been contaminated.
- Keep outside trash storage areas clean by using tight-fitting lids on refuse bins and spraying regularly with insecticide.

Employees should immediately report any signs of pests in the buildings. Signs of pests include their droppings, small holes, unpleasant odors, and

gnawing damage. When these signs are found, housekeeping and maintenance employees can determine where the pests have come from, what they are attracted to, and where they are breeding. When found, these places can be cleaned up, removed, or blocked.

Many hotels contract pest control companies to spray the facilities regularly with pesticides to prevent and/or control most insect problems. They may also help hotels handle rodent problems by providing bait boxes or other traps.

Stray cats may be a problem for hospitality businesses. They may gather around dumpsters to search for food. They may also scatter garbage around dumpsters and cause noise. Stray cats may carry harmful diseases. To keep stray cats away from hospitality businesses, employees should keep the lids on dumpsters closed. Animal control authorities should be called to keep the problem under control.

Housekeeping staffs may not always be able to prevent fungi growth, such as dry rot, wet rot, or mold. They can, however, report signs of decay and growth. Fungi growth usually occurs because of faulty construction and poor maintenance of building materials. Fungi require water to survive and grow; therefore, removing unwanted moisture sources would help control the dampness and fungi problem, but would not improve the damage already done.

Cleaning Public Areas

Public areas must be kept as clean and neat as possible. They are the first areas guests see and are occupied by guests when they are not in their rooms. First impressions of a hotel are often formed by the cleanliness of the public areas. Public area housekeepers' duties include the following:

- cleaning as needed all offices, entry doors, tables, chairs, telephone booths, ice machines, vending machines, windows, windowsills, awnings, mirrors, light fixtures, and walls
- dusting all surfaces, wood trim, windowsills, telephone booths, plants, vending machines, planters, furnishings, pictures, displays, and decorations
- sweeping, mopping, or vacuuming floors and shampooing carpet
- replacing supplies where needed
- emptying and cleaning ashtrays and trash cans
- cleaning and polishing brass and other metal surfaces, stair railings, and exercise equipment
- removing dirty dishes from desks, counters, and tables
- picking up trash
- cleaning public restrooms
- vacuuming furnishings weekly
- scrubbing saunas
- cleaning and straightening furnishings in lobbies, lounges, pool areas, and other public areas
- collecting laundry and trash from room attendants and delivering it to laundry room and trash dumpster, respectively
- stocking and maintaining inventory of supplies in housekeeping and laundry storage rooms and linen closets
- cleaning guest rooms when necessary

Providing Second Service and Night Service

If certain guest rooms, such as executive suites, are used during the day for meetings, a second service for housekeeping may be needed. *Second service* involves the straightening and cleaning of a room in the late afternoon. Employees providing second service should remove all room service equipment and trash; empty ashtrays and trash cans; clean floor and bathroom areas; and resupply towels, washcloths, facial tissue, and toilet tissue.

Many resort and luxury hotels require a shift of housekeeping employees to perform night service in addition to the thorough daytime cleaning service. *Night service* involves turning down sheets, blankets, and comforters; placing an extra blanket across the bottom of the bed during winter nights; fluffing pillows; placing a mint on pillows or the nightstand; replacing towels used by guests; emptying and cleaning ashtrays and trash cans; airing out the room; performing any minor cleaning in the room; moving furniture back to place; and turning on lamps on nightstands.

Inspecting Guest Rooms

The executive housekeeper or an inspector should inspect all guest rooms after they have been cleaned by room attendants. Vacant and ready rooms from the previous night may also be checked. Some inspectors spray air freshener in the rooms as they leave. At other hotels, the room attendant sprays air freshener before leaving the room.

After the executive housekeeper or inspector inspects about four rooms, he or she should contact front desk personnel to tell them which rooms are available for checkin and find out information about guests who have checked out. If a room has not been cleaned properly, the executive housekeeper or inspector will have the room attendant finish the job.

At checkout, the executive housekeeper should report to the front desk which rooms are ready for guests. The executive housekeeper also should find out which rooms are stayovers, approved late checkouts, and vacant and dirty. The executive housekeeper, inspectors, and room attendants should continue working, checking with the front desk, and getting the rest of the rooms ready.

At the end of the day shift, the executive housekeeper asks the front desk clerk the number of expected guests for the night and makes housekeeping staff schedule adjustments as necessary for the expected workload. The executive housekeeper also should lock up keys, the laundry room, the linen closet (if required), and the housekeeping office. The executive housekeeper should make a final report to the front desk clerk. The final report helps the front desk clerk make sure the room status information in the computer, registration bucket, and executive housekeeper's report are accurate. This identifies available rooms for rent and prevents sleepers. A *sleeper* is a room that is not indicated on the computer or room rack as being vacant, although it is. Sleepers can cause the hotel to lose money if a room is not rented when it could have been.

LAUNDRY PROCEDURES

Laundry attendants' duties include the following:

- sorting, washing, drying, folding, and ironing hotel linens
- keeping count of each type and load of linen washed
- knowing the proper load quantities for each type of linen in washing machines and dryers
- spot treating stained linens as they find them
- restocking and maintaining linen storage areas

At many hotels, laundry attendants leave a few loads of dried towels in the dryers and a few loads of dirty linens in the washers when they leave work at night so they will have work to do the next morning. Each morning they can begin working immediately instead of waiting for dirty laundry to arrive.

Laundry attendants begin work in the mornings by fluff drying the towels in the dryers for about five minutes while they load the washing machines with detergent, bleach, and fabric softener. They turn the machines on to begin

washing the dirty linens already in them. By the time the washers have been started, the towels are ready to fold. The towels should be ready to store in the linen closet about the same time the room attendants come in and pick up their daily supplies of linens. Room attendants do not take the freshly folded linens. They use the designated linens that have been shelved for at least one day.

When the linens have finished washing, laundry attendants should transfer them to dryers. After drying, the linens should be folded and placed in the linen closet. While linens are in dryers, more dirty linens should be put in washing machines. In some hotels, laundry attendants collect dirty linens from room attendants. They may make their first trip to collect dirty linens about this time, using large spring-bottom laundry carts. In other hotels, public area housekeepers or maintenance employees bring the dirty laundry to the laundry attendants.

Laundry attendants sort the laundry into categories including the following: sheets, towels, washcloths, pillowcases, tablecloths, napkins, cleaning cloths, and kitchen cloths. When other items are washed, they are added as categories, such as bedspreads, mattress pads, rubber mats, and blankets. Similar items should be washed together to prevent tangling and excess wrinkling and to control load weight. This also tends to speed up the folding time of each load since the same folding procedure is used repetitively.



After sorting the dirty linens, laundry attendants begin their washing and drying routines again. They should wash and dry a certain number of a type of linen at one time so they will have a sufficient number of items in the machines without overloading them. When machines are overloaded, they do not perform efficiently.

Detergent, bleach, and fabric softener should be used in washing machines to clean all items. When stains are found on linens, laundry attendants should treat them with a stain removal solution or place them in a large barrel filled with a stain treatment solution. Many laundry rooms have stain removal charts for information about the removal of specific stains. When stains cannot be removed or linen items become permanently dingy, items should be made into cloths for use by housekeeping, kitchen, restaurant, or engineering or maintenance employees. Some hotels dye the linens they plan to use as cloths to keep them from getting mixed up with good linens.

Washing machines and dryers run continuously. The laundry attendant's work continues in a cycle until there are no more dirty linens to wash. At that point in some hotels, a laundry attendant begins collecting more dirty linens from the room attendants and begins the cycle again. In hotels where maintenance employees or public area housekeepers collect the linen, the laundry attendants continue the cycle without running out of linens for quite a while.

Laundry attendants wash, dry, fold, stack, and store hundreds or thousands of linen items each day. Also, they periodically spot treat and clean bedspreads, blankets, mattress pads, and rubber bathtub mats. Blankets, bedspreads, and mattress pads should be washed about once or twice a month.

Table linens and napkins used in food and beverage departments should be pressed with a large commercial ironing machine called a *mangle* which uses heated rollers to press the flat linens. The linens are fed into the machine one at a time. The mangle's rollers move the linens into the machine and through the heated rollers. The linens quickly come out of the machine completely pressed and ready for folding. Laundry attendants must be careful when using the mangle so that linens go through the machine straight, without ironing in wrinkles or pulling the linen off grain. Permanent press linens, such as sheets and pillowcases, should not be fed through the mangle because it would harm the fabric's finish.

Items such as tablecloths and sheets may be folded by hand or folding machine. When folded by hand, folds can be varied to help avoid repeated wear.

In large hotels with laundry rooms, each laundry attendant is assigned a specific job. One laundry attendant sorts laundry and operates the washing machines. One unloads the washers and operates the dryers. Another laundry attendant unloads the dryers and folds linens. Another irons napkins and tablecloths. The work is performed in an assembly line to process the large amount of laundry as quickly and efficiently as possible.

Although room attendants clean the rubber bath mats in guest bathrooms, periodically laundry attendants will clean them to make them whiter and help prevent mildew and dirt buildup. When bath mats are no longer good for use (three or four of the rubber suction cups are missing or they are hardening), laundry attendants roll them up and put them aside for the executive housekeeper or hotel manager to throw away or donate to some organization.

A stain treatment solution may be made with the used soap bars left by guests in guest rooms. Room attendants in some hotels collect the used soap in plastic bags and give it to laundry attendants. Laundry attendants fill a barrel or large, clean trash can half full with the soap bars and half full of hot water. They let the soap dissolve and mix the solution. The solution is used as an overnight presoak for stained linens.

Linens may be placed in linen storage rooms or closets by laundry attendants or by public area housekeepers who assist the laundry attendants. Linen closets usually are located within the laundry department, but extra storage also may be located on several floors of the hotel in large hotels. The laundry department, also known as the linen room or laundry room, often is a distribution center for guest room supplies, cleaning supplies, amenity supplies, and clean linens.

Linen storage closets should be kept clean and dust-free. Linen closets should be lined with large, slatted shelves on which linens are placed. The slats allow ventilation for prevention of mildew and pests. The shelves also should be labeled with the names of the linen items to be placed on them. The more accessible shelves hold the linens most needed (towels, washcloths, terry bath mats, table linens, napkins, and cleaning cloths). The upper and lower shelves contain the less often used spare linens, such as spare bedspreads, blankets, mattress pads, pillows, and drapes. The linen closets also may contain movable signs that designate to room attendants which linens they are allowed to pick up for guest room use each day. This promotes the rotation of linen and allows freshly cleaned linens to air before being placed in guest rooms.

Linens needing repair should be kept at one location in a linen room where a laundry attendant may operate a sewing machine to repair them. Not all laundry departments have sewing machines for linen repair.

At the end of their workday, laundry attendants clean washers and dryers by wiping them with all-purpose cleaner, remove lint from the lint filters, sweep and mop the floors, and close the doors to the linen closet and laundry room. If required by management, the executive housekeeper locks the doors.

Points to Remember

- Guests do not want to stay in or pay for a dirty hotel room. If guests find their rooms are not clean, they probably will complain and never use the hotel again.
- Clean guest rooms and public areas create a pleasant environment that hotel guests, employees, and visitors will enjoy. Clean rooms also are important to guest satisfaction, repeat business, pest control, and preventive maintenance.
- It is important to keep furnishings, fixtures, and equipment clean so that corrosive minerals, fungi, bacteria, viruses, dirt, and dust will not ruin an item's appearance, affect its operation, shorten its life, or endanger the lives of people.
- Owners and managers of hotels want furnishings, equipment, and property to last as long as possible.
- Each room's current status on a room attendant's block is listed on the worksheet. The room status is the room's condition (vacant and dirty, vacant and ready, expected checkout, out of order, or stayover).
- Room attendants should not enter rooms with "Do Not Disturb" signs, pets, or late checkout room statuses until the sign is off the door, the pet is out of the room, or the guest has checked out.
- Many hotels have time standards and number of completed rooms standards they require of room attendants daily.
- Cleaning carts used by room attendants and public area housekeepers are filled with enough supplies for a half-day's work.
- Laundry attendants rotate the linen supply daily so that the linens that room attendants select for guest rooms have had a chance to air for at least a day.
- Housekeeping employees' main duties are to ensure the highest standards of cleanliness in the items they clean.
- Housekeeping employees are responsible for informing the executive housekeeper about damaged or missing items, rooms they are unable to enter, guests who are ill or need help, and maintenance repairs needed.
- For his or her routine, a room attendant may observe the following procedures:
 - Knock on doors until an unoccupied room is located.
 - Unlock the door and post a housekeeping sign.
 - Place the cleaning cart across the entire doorway with the open side facing inside the guest room.
 - Turn on all the lights, open drapes and windows, set air conditioner/heater as instructed, turn on the radio and television to make sure they work, and then turn them off.
 - Look for items guests may have left behind.
 - Make sure the contents in ashtrays are completely extinguished and empty them into trash cans.
 - Remove sheets and pillowcases from the bed(s). Place pillows, bedspreads, and blankets on a chair.
 - Remove bath linens from bathroom.
 - Gather cleaning supplies in the carry basket.
 - Clean the bathroom.
 - Clean the vanity area.
 - Dust and clean guest room furnishings.

- Restock guest room supplies and linens in the bathroom, vanity, and other areas.
 - Make the bed(s).
 - Vacuum the carpet.
 - Perform special cleaning project assigned by the executive housekeeper.
 - Turn off lights, close windows and drapes, set air conditioner/heater unit as instructed.
 - Inspect the room and change its room status on the worksheet.
 - Record any additional comments on the worksheet.
 - Spray air freshener in the room.
 - Leave and lock the door.
 - Remove the housekeeping sign.
- Executive housekeepers assign special cleaning projects periodically to the housekeeping employees for preventive maintenance of items that require less than daily care.
- Room attendants should make one side of the bed at a time to save steps, energy, and time. They also should learn to judge the center of the bedding by the creases in them after the laundry attendants fold them. Being able to center the bedding properly saves time.
- The most important part of a room attendant's job is cleaning the bathroom and vanity areas. They must appear visibly clean and sanitary to the guest. Bacteria, viruses, and fungi that cause disease could inhabit these areas.
- Dust is everywhere and accumulates every day. Daily dusting is necessary to prevent poor room appearances and irritation or infections to humans.
- Insects, rodents, cats, and fungi are the most common pests found at hotels. Pests are a threat to hygiene and disturb guests and employees who encounter them.
- The best way to control pests is by maintaining high housekeeping standards, although they may infest an area anyway. Many pests are attracted to warmth, moisture, dust, food waste, or debris. These items encourage pests to remain and breed in the building.
- Procedures to prevent rodent infestation include the following:
 - Inspect all food supplies, crates, boxes, and cartons upon arrival.
 - Seal all cracks, crevices, and space around pipes.
 - Install windows tightly and build floors properly.
 - Use sheet metal or other material to prevent rodents from entering doors, vents, or windows.
 - Keep outside trash storage areas clean with tight-fitting lids on refuse bins.
 - Keep areas around the building clean.
- Procedures to prevent the infestation of insects, spiders, and mites include the following:
 - Keep all rooms, closets, and storage areas, especially food storage and preparation areas, clean and free of dust.
 - Rotate foods so that those purchased first are used first.
 - Keep food in tightly closed containers.
 - Inspect dark areas frequently for infestation of bugs.
 - Inspect buildings for sources of dampness and correct the problems.
 - Spray all areas regularly with insecticide or pesticide or use automatic insecticide dispensers.
 - Dispose of any product that has been contaminated.
 - Keep outside trash storage areas clean by using tight-fitting lids on refuse bins and spraying regularly with insecticide.

**Words to
Know**

- Public areas must be kept as clean and neat as possible. They are the first areas hotel guests see and are occupied by guests when they are not in their rooms. First impressions of a hotel are often formed by the cleanliness of public areas.
- Public area housekeepers' duties include the following:
 - cleaning as needed all offices, entry doors, tables, chairs, telephone booths, ice machines, vending machines, windows, windowsills, awnings, mirrors, light fixtures, and walls
 - dusting all surfaces, wood trim, windowsills, telephone booths, plants, vending machines, planters, furnishings, pictures, displays, and decorations
 - sweeping, mopping, or vacuuming floors and shampooing carpet
 - replacing supplies where needed
 - emptying and cleaning ashtrays and trash receptacles
 - cleaning and polishing brass and other metal surfaces, stair railings, and exercise equipment
 - removing dirty dishes from desks, counters, and tables
 - picking up trash
 - cleaning public restrooms
 - vacuuming furnishings weekly
 - scrubbing saunas
 - cleaning and straightening furnishings in lobbies, lounges, pool areas, and other public areas
 - collecting laundry and trash from room attendants and delivering to laundry room and trash dumpster, respectively
 - stocking and maintaining inventory of supplies in housekeeping and laundry storage rooms and linen closets
 - cleaning guest rooms when necessary
- Second service is housekeeping work performed for the second time in some guest rooms late in the afternoon. Night service is housekeeping work performed in the evening to straighten the room, replenish supplies, and turn down bedding.
- The executive housekeeper or an inspector inspects all guest rooms after they have been cleaned to make sure they are clean and ready for guest use.
- A sleeper is a room that the computer or room rack does not indicate as being vacant, although it is. Sleepers can cause the hotel to lose money that could have been made if the room had been rented to a guest.
- Laundry attendants' duties include the following:
 - sorting, washing, drying, folding, and ironing hotel linens
 - keeping count of each type and load of linen washed
 - knowing the proper load quantities for each type of linen in washers and dryers
 - spot treating stained linens as they find them
 - restocking and maintaining linen storage areas

damp mopping
dry mopping
mangle
night service
room status
second service

skip
sleeper
spot cleaning
stayover
vacant and dirty

Questions for Review

1. Why are clean guest rooms important to the hotel?
2. What do room attendants' worksheets indicate to them?
3. What kinds of things does a room attendant write on the worksheet?
4. What is a housekeeping employee's main duty and why is it important?
5. What are room attendants' duties?
6. What are housekeepers' duties?
7. What are laundry attendants' duties?
8. What are the duties of inspectors and executive housekeepers?
9. Why is dusting an important cleaning task?
10. How can pest problems be prevented?
11. Why should public areas be kept as clean and neat as possible?
12. What is second service and night service?
13. Why are guest rooms inspected?
14. What is a sleeper and how does it affect a hotel's profit?

18

Time and Energy Management Techniques for Housekeeping and Laundry Tasks

ESSENTIAL ELEMENT

- Apply time and energy management techniques in performing housekeeping or laundry tasks.(v4E)

OBJECTIVES TO ACHIEVE

- Discuss time management and energy management related to housekeeping and laundry tasks.
- Explain the principles of work simplification for housekeeping and laundry tasks.
- Describe fatigue, methods for preventing fatigue, and the effects of fatigue on work production.
- Demonstrate how time and energy management techniques improve work production in the housekeeping department of a hotel operation.

Everyone has available the same number of hours in a day, days in a week, and weeks in a year. Why do some people accomplish many things within a specific time period, while others do not because they think it is not possible? Each person's accomplishments are the results of the management of personal resources—time and energy—in relation to work needs and demands.

Housekeeping employees perform exhausting work. They have many guest rooms to clean; linens to wash, dry, and fold; and public areas to maintain. Busy housekeeping employees can work efficiently and conserve their time and energy while working. As a benefit, efficient time and energy management would allow these employees to handle their home duties and enjoy their families after work without feeling overly fatigued. Hotel operations want employees to work efficiently because it improves productivity and morale and reduces departmental costs.

TIME AND ENERGY MANAGEMENT

Time management and *energy management* are the processes of planning, organizing, implementing, and evaluating the use of the time and energy resources

each human being has to accomplish goals and satisfy wants, needs, and demands. Efficient time and energy management helps a person do the following:

- complete more tasks in less time
- simplify work methods
- manage and perform tasks in a way that conserves body energy, resulting in less fatigue

The goals of efficient time and energy management include the following:

- to be able to use only the minimum amount of time needed to perform a task
- to be able to perform more than one task at a time
- to accomplish these goals without wasting personal energy or creating fatigue

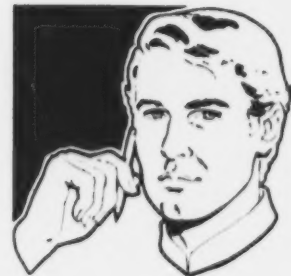
Keeping a time log of daily or weekly activities is a worthwhile time and energy analysis exercise for employees in any occupation. A time log can inform people about how their time is really spent and whether they are accomplishing their potential or wasting time during the given period. A time log also can help people analyze ways to improve time and energy use, especially in work situations.

A **time log** is a recorded account of how time is spent. Time is divided into ten or fifteen minute intervals continuing for more than one day, usually a week. A person analyzing his or her time use should fill in the log by writing down each activity participated in during the time interval. Details recorded on the time log give the person the following information:

- whether or not he or she skips from one activity to another before completing an activity
- the amount of time spent on each activity
- the activities that wasted time
- the activities that could have been altered and could have made time use more efficient
- additional information and ideas

A person may analyze his or her time use by asking the following questions:

- Is too much or too little time being devoted to one activity? Why?
- Can an activity be done or started while working on another activity? Which activity?
- Are some activities unnecessary? Why?
- Do some activities take too much time? Why?
- Should some activities be eliminated or should shortcuts be established that would not affect the quality of work produced? Which activities? Why? How?
- Are interruptions occurring too frequently? Why? How can they be eliminated or managed?
- Are some activities not being finished before others are begun? Why? What could be done to improve this form of disorganization?
- Would a time schedule or task schedule help eliminate wasted time, wasted energy, and procrastination? Why? How?



WORK SIMPLIFICATION

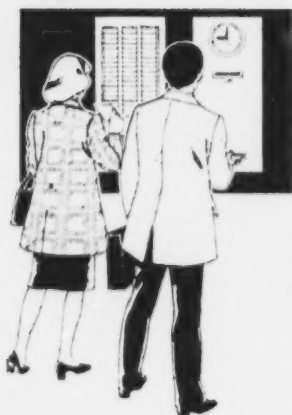
Housekeeping employees do much physical work in a short amount of time. Since they perform so much work, housekeeping employees could benefit from a work simplification plan that would help them use their time and energy efficiently. Work simplification does not mean employees must work harder or faster. **Work simplification** is organizing and seeking the easiest, simplest, and quickest method for performing a job. Simplified work methods help conserve time and energy and reduce fatigue. The procedure for accomplishing work simplification includes the following:

1. Select a task.

2. Gather information about steps needed to complete the task.
3. Determine if all the steps or procedures are necessary for completing the task (what is being done, why is it done, how is it done, where is it done, and when is it done).
4. Revise procedures and eliminate unnecessary steps, tasks, or movements that create wasted time and energy.
5. Combine two or more steps, tasks, or movements into one (or a lesser number than originally).
6. Determine the amount of time needed to perform certain tasks. The location or time for performing the task may need to be changed in order for the task to be performed more efficiently.
7. Rearrange the order in which tasks are performed so that more than one task can be performed or started at the same time with a minimum amount of energy used.
8. Leave some tasks as they are if they are acceptable.
9. Make the work methods or procedures easier to accomplish.
10. Use the new work simplification plan.

Efficient housekeeping employees plan their work, use equipment properly, and pace themselves throughout the day. These techniques help a person improve his or her work while reducing the effort it takes to accomplish the tasks.

An employee who improves his or her work performance is one who constantly questions personal work methods. By questioning these methods, the employee looks for ways to improve performance, simplify and organize work, and become more time efficient. An employee may ask why he or she performs a task a certain way or if there is a better way to perform the task. Performing tasks in a different order may produce better results, simplified procedures, maximum efficiency, reduced fatigue, and better management of time and energy.



Employees who try to find ways to simplify tasks become conscious of the details of the steps they use to complete tasks. They learn simple work simplification principles that help them reach their goals. Work simplification principles these employees should learn and implement include the following:

- Have a good idea of what should be done.
- Know how the task should be done.
- Know what each step involves.
- Know whether or not the task should be performed alone.
- Eliminate extra steps and motions.
- Use the best tools and supplies for the job.
- Maintain good posture, rest, and health.
- Use both hands at one time in all tasks.
- Concentrate on the task at hand.
- Clean up immediately after each job is completed.
- Make organized use of return trips. (Instead of taking one item at a time and making several return trips to get other items, plan and gather what is needed for the entire cleaning job and take several items to the room in one trip.)
- Store frequently used items in locations that are easy to reach.

Improving work methods requires time for experimentation and development. After simplified work methods are implemented, however, many hours or days may become available within a year's time. Free time can be applied to other duties or goals, such as special weekly cleaning assignments, without interfering with the time needed to complete regular activities. Free time does not become available, however, if employees refuse to implement better work methods.

Training is the key to work simplification and time and energy management. Housekeeping supervisors can teach employees how to perform improved work methods; however, employees may not believe the changes will improve their work unless they are given proof.

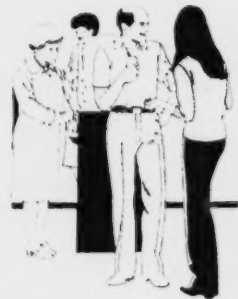
To provide proof, supervisors can have employees perform tasks using both old work methods and new work methods at usual speeds to demonstrate the differences. Supervisors also can demonstrate the improved work methods and have employees perform tasks simultaneously. Or, supervisors can demonstrate work methods then ask employees to try them. When employees perform the new methods themselves, they are more capable of understanding the changes and adapting to new methods. After training, supervisors can maintain and enforce high work standards that encourage the use of work simplification methods and better performance.

FATIGUE

Fatigue is weariness caused from labor or exertion and is accompanied by reduced work performance. People use energy to perform tasks. A person's pace, tools, attitudes, and posture affect the amount of energy used to perform tasks.

If a person uses poor posture, the muscles must work harder to keep the body in balance than they do when a person uses correct posture. The body's extra work results in wasted energy use, muscle tension, and fatigue; all affect work performance. Efficient energy use also involves using only the muscles that are needed and best suited to perform a task.

Fatigue and work inefficiency can be prevented by taking rest periods when productivity starts to decline. The point at which productivity declines is the point at which fatigue begins. Rest periods should last long enough to achieve relaxation and enthusiasm for returning to work. Rest periods should enable employees to feel rested and able to work efficiently until the next break or the day's end. Fifteen minutes of rest at midmorning and midafternoon along with meal breaks of forty-five minutes to an hour are thought by researchers to be good amounts of rest at beneficial times each day for most workers. Employees who perform hard labor and heavy lifting may need morning and afternoon breaks increased five minutes and meal breaks increased up to half an hour. Employers should schedule rest periods during the workday, usually similar to the rest periods described, to prevent fatigue. If not prevented, fatigue could cause accidents and injuries.



Often, employees feel better after taking breaks in other parts of the building than they do when staying in the part of the building where they work. The exercise and change of environment may refresh employees.

A steady work pace, like rest periods, also is important. Employees whose work is evenly paced throughout the day—rather than speedy at the beginning and faltering toward the middle and end—will not feel tired until the last part of the day. Employees who are not as evenly paced will feel tired from midday until the day's end.

To produce energy to use, employees must consume energy. Employees need to eat well-balanced diets to produce calories and get enough sleep and rest breaks to eliminate fatigue. Calories and rest help the body produce energy.

TECHNIQUES FOR IMPROVING WORK PRODUCTION

Some hotels have work plans already designed for employees. These work plans specify to employees how they should perform each task and the order in which the tasks should be performed. Other hotels do not have work plans; these employees must organize themselves well enough to accomplish the tasks in the time required. If tasks are correctly performed in efficient sequences, the work production of room attendants and laundry attendants can be improved.

Improving the Production of Room Attendants

Room attendants' duties include making beds, cleaning bathrooms and vanity areas, removing trash, dusting, restocking supplies, and performing special cleaning projects. They can perform these tasks in almost any sequence. Those who perform the tasks in random sequences may not perform as efficiently, however, as they could if the tasks were organized in an efficient manner. For example, some tasks should be performed in a manner that allows enough time for certain cleaning agents to work while other tasks are being completed. In this way, two tasks could be accomplished at the same time. Room attendants are allowed about twenty-five minutes to thoroughly clean each room. Some rooms may require more work than others, depending on the type of guests that stay in each room.

A room attendant could arrange tasks into a sequence such as the following:

1. Turn on all the lights, open drapes and windows, set air conditioner/heater as instructed, turn on the radio and television to make sure they work, and then turn them off.
2. Look for items guests may have left behind.
3. Make sure the contents in ashtrays are completely extinguished and empty ashtrays into a metal container on the cleaning cart.
4. Remove sheets and pillowcases from the bed(s). Place pillows, bedspreads, and blankets on a chair.
5. Remove bath linens from bathroom.
6. Gather cleaning supplies in the carry basket.
7. Clean the bathroom.
8. Clean the vanity area.
9. Dust and clean guest room furnishings.
10. Restock guest room supplies and linens in the bathroom, vanity, and other areas.
11. Make the bed(s).
12. Vacuum the carpet.
13. Perform any special cleaning project assigned by the executive housekeeper.
14. Turn off lights, close windows and drapes, and set air conditioner/heater unit as instructed.
15. Inspect the room and change its room status on the worksheet.
16. Record any additional comments on the worksheet.
17. Spray air freshener in the room.
18. Leave and lock the door.

Techniques for improving work production for cleaning guest rooms include the suggestions listed below. These tips simplify work as well as conserve time and energy. These tips coordinate with the sequence of cleaning guest rooms described above as well as those procedures described in Chapter 17. The following techniques should be used to improve work production for cleaning bathrooms and vanity areas, making beds, dusting, and performing other cleaning tasks.

Cleaning Bathrooms and Vanity Areas – The following techniques for cleaning bathrooms and vanity areas help increase a room attendant's work production. Some of these techniques could also be used by public area housekeepers to clean public restrooms. Techniques employees should use include the following:

- Pour toilet bowl cleaner into toilet immediately after entering guest room so that it will have enough time to work while other items in the room are being cleaned.
- Dry the shower curtain with two cloths. Hold one cloth in each hand and on each side of the curtain. With the cloths on each side of the curtain in the same places, wipe down the curtain on both sides at the same time.

- When cleaning shower walls, place a cleaning cloth in the bottom of the bathtub and step on it. The cloth reduces the chances of slipping while in the tub and allows the room attendant to get closer to the wall for cleaning.
- Sit on the edge or kneel beside the bathtub to clean it. Standing and bending over to clean the tub puts strain on a person's back and makes cleaning more difficult.
- Use a scrub brush to scrub the bathtub because it removes the soap ring easier and faster than a cloth or sponge.
- Spray disinfectant only after items are cleaned and dried. (Disinfectant does not work on surfaces that are wet or dirty or that contain organic residues.)
- Use two different sized or colored sponges. Designate one size or color to be used on toilets exclusively. For sanitation reasons, other bathroom fixtures should never be cleaned with equipment used to clean a toilet.

Making Beds – The following techniques should be used by room attendants to make beds quickly and properly.

- Remove bed and bath linens soon after entering guest rooms so beds have time to air before they are made and while other items are being cleaned.
- Make beds one side at a time instead of going back and forth from each side constantly. This eliminates extra steps, wasted energy, and wasted time.
- Roll bed pillows when making beds. This helps room attendants know whether or not a bed has been used the night before. A bed that has not been used usually does not need to be remade. This step can eliminate extra work.
- When taking off bed linens, fold bedspreads and blankets in a manner that will make centering them on the bed easier when remaking the beds.
- Place stained linens in a pillowcase to alert laundry attendants that special treatment is needed.

Dusting – Room attendants and public area housekeepers should use the following techniques for dusting furniture and other items in guest rooms.

- Dust all furnishings, decorations, and appliances with a clean, chemically treated cloth folded into a square. The folded cloth gives more dusting surfaces than a wadded cloth, making it last longer and allowing it to be used more thoroughly. Chemically treated cloths pick up more dirt and clean better than dry cloths.
- Dust from the highest surface downward since dust falls and accumulates on lower surfaces during dusting. Dust around the room in a circular pattern beginning and ending at the same point. This keeps a person from skipping a part of the room or a piece of furniture and saves steps.
- While dusting, check various room components for wear, tears, or other damage that requires special repair or cleaning.
- When dust mopping a guest room or public area, use the largest possible mop and never lift or tap the mop while dusting. Lifting and tapping the mop causes dust to spread back over the floor's surface, creating more work. Using a large mop instead of a smaller mop reduces the number of times the mop needs to cross the floor, thus reducing time, energy, and work.

Performing Other Cleaning Tasks – The following techniques should be used to perform various cleaning tasks. These techniques are designed to increase employee production.

- Use one stream of glass cleaner on windows, mirrors, or other glass items. Spray diagonally from the top left corner to the bottom right corner. More cleaner would cause the item to become streaked, which would require additional cleaning to remove streaks. Wipe the mirror horizontally from the top to the bottom. The cloth will move through the glass cleaner and spread it throughout the surface.
- When cleaning dirty walls, begin at the bottom of the wall and work toward the top of the wall. If a person began cleaning at the top and worked down, detergent solution from the sponge would run down the dirty wall causing the wall to become streaked, creating extra cleaning work.

- Empty ashtrays and place them in the sink to soak soon after entering a guest room so that they can soak while the bathroom or other items are being cleaned.
- While cleaning throughout the room, check for items guests may have left behind, missing hotel items, and damaged items needing repair.
- Reduce the number of trips to and from the cleaning cart by taking several items out of and into the room at one time. (In the suggested work sequence described, only two trips to the cleaning cart were necessary during the cleaning process.)

Improving the Production of Laundry Attendants

Laundry attendants care for hotel linens in a cycle. Laundry attendants sort, spot treat, wash, dry, iron, fold, and store hotel linens. Laundry departments may simplify their work procedures by assigning specific tasks to specific employees. One laundry attendant may be responsible for sorting laundry all day. Another person may operate the washing machines. Another laundry attendant may be responsible for operating the dryers, and a few attendants may fold specific items. One person may operate the mechanical irons.

By dividing tasks, employees can build momentum and follow simple patterns and movements when performing their tasks. These advantages may help laundry attendants process laundry more efficiently than if each performed several tasks. Their momentum and efficiency might not be as good if they performed several different tasks.

Small hotels may not have enough employees to be able to assign specific jobs to specific laundry attendants. These hotels may have washing, drying, and folding procedures going on at the same time. In these hotels, laundry attendants perform more than one task at a time.

Storage can affect energy management, time management, and work simplification. Items should be stored close to the place where they are frequently used. This saves time and energy that is used when searching for the items. Items should be stored where they are clearly visible and easy to reach and replace. Items should be stored near items they are used with. Only items that are the same should be stacked on top of each other. Unlike items should be stored in one row so that they may be visible. Items that are used most often should be stored at convenient heights to prevent an employee from having to stretch and strain or stoop and bend. Enough room should be provided so that the items may be grasped easily. Items used least often should be stored in the least accessible locations.

Points to Remember

- Time management and energy management are the processes of planning, organizing, implementing, and evaluating the use of the time and energy resources each human being has to accomplish goals and satisfy wants, needs, and demands.
- Time and energy management helps people complete more tasks in less time, simplify work methods, and conserve body energy. It also helps people do more than one task at a time.
- Time logs provide information about how people spend their time and whether or not they are accomplishing their potential or wasting time. Time logs help people analyze ways to improve time and energy use.
- Fatigue is weariness caused from labor or exertion and is accompanied by reduced work performance.
- A person's posture can affect the way his or her body uses energy.
- Work simplification is organizing and seeking the easiest, simplest, and quickest method for completing work. Simplified work methods help conserve time and energy and reduce fatigue.
- Efficient housekeeping employees plan their work, use equipment properly, and pace themselves throughout the day.
- When time and energy efficient work methods are in use by employees, many free hours or days may become available within a year's time. Free time can be applied to other duties or goals without interfering with the time needed for regular activities.
- Training is the key to work simplification and time and energy management.
- The point at which productivity declines is the point at which fatigue begins.
- Employees whose work is evenly paced throughout the day—rather than speedy at the beginning and faltering toward the middle and end—will not feel tired until the last part of the day. Employees who are not as evenly paced will feel tired from midday to the day's end.
- To have energy available to use, employees must consume energy. Employees need to eat well-balanced diets to produce calories and to get enough sleep and rest breaks to eliminate fatigue. Calories and rest help the body produce energy.
- Some hotels have work plans already designed for employees. These work plans tell them how to perform each task and the order in which the tasks should be performed. Other hotels do not have work plans, and employees must organize themselves well enough to accomplish the tasks in the time required.
- Storing items close to places where they are frequently used and where they can be easily obtained saves time and energy that is used when searching for the items.

Words to Know

energy management
fatigue
time log
time management
work simplification

Questions for Review

1. How can fatigue affect an employee's work? How can fatigue be prevented?
2. How does time and energy management help an employee?
3. How does posture affect an employee's work efficiency? Why does it have that effect?
4. How can a time log help a person begin managing time and energy more effectively?
5. How do work simplification techniques help employees perform their tasks better?
6. What characteristics does an efficient housekeeping employee possess? Why is this employee efficient, and why is this employee an asset to the hotel?
7. Why is training so important to work simplification and time and energy management?
8. How does a person's health habits affect productivity, fatigue, and energy management?
9. What are some work simplification techniques people could practice at home when cleaning the house?
10. How does storage affect energy management, time management, and work simplification?

19

Sanitation and Disinfection Techniques for Housekeeping and Laundry Tasks

ESSENTIAL ELEMENT

- Apply sanitation and disinfection techniques in performing housekeeping or laundry tasks.(v4F)

OBJECTIVES TO ACHIEVE

- Explain the importance of using appropriate sanitation and disinfection procedures in hotel housekeeping and laundry operations.
- Review appropriate sanitation and disinfection techniques for use in hotel housekeeping and laundry operations.

Since many people use hotel facilities each day, it is likely that guests will contaminate rooms, furnishings, and linens with germs that spread communicable diseases. Germs are easily spread even by people who are not ill.

IMPORTANCE OF SANITATION AND DISINFECTION

Hotels are responsible for protecting people from harm, which includes protection from infections that can cause minor illnesses or serious illnesses. A working knowledge and understanding of sanitation and disinfection principles helps housekeeping employees efficiently kill germs and prevent contamination or problems for new guests. By protecting against contamination and infection, housekeeping employees maintain high standards of cleanliness and prevent liability claims and the loss of future hotel business.

Dirt, dust, and grime are breeding grounds for harmful germs or pathogens. *Pathogens* are microorganisms such as bacteria, viruses, fungi, and spores that cause disease. Pathogens cannot be seen without a microscope. They can be anywhere. A small amount of dirt, dust, or grime can host billions of pathogens. Pathogens can grow rapidly and invisibly enter humans' body systems without suspicion. Their presence becomes noticeable when the human body is unable to resist the pathogens and begins showing symptoms of disease.

Disinfection is the process of destroying harmful pathogens such as bacteria and viruses. Disinfectants, however, are unable to kill all pathogenic microorganisms.

Sanitation is the process of making something clean or sterile, and it promotes hygiene and prevents disease by maintaining clean or sterile conditions. Sanitation reduces pathogens to a level that is considered safe for good health.

Sanitation and disinfection prevent rodents and insects from being attracted to areas around the hotel. They also prevent unpleasant odors and the spread of pathogens to guests. Odors are clues that soil and bacteria are present. Odors, along with their causes, can be eliminated with thorough cleaning.

Pathogens cannot grow or exist without moisture, heat, and food. They can multiply rapidly in the human body because the body provides all three elements. Pathogens can exist for a long time in a dormant state waiting for the opportunity to arrive when these three elements coexist. Some pathogens can become spores. Spores can resist extreme temperatures and chemical attacks until their environment becomes favorable for them to multiply.

SANITATION AND DISINFECTION TECHNIQUES

Housekeeping employees can remove and reduce the number of pathogens with proper cleaning procedures; disposal of dirt, dust, grime, and garbage; and the use of germicide disinfectants. The most effective methods of managing pathogens are to remove or kill them. Chapter 17 describes the use of disinfectants in performing housekeeping and laundry tasks.

Germicides are chemicals used to disinfect surfaces by killing many pathogens. Germicides used on inanimate objects are called **disinfectants**. Germicides used on living beings are called **antiseptics**. **Sterilizing** means killing all living organisms on a surface. **Sterilization** is the complete destruction of pathogens.

Germicidal disinfectants can be hard on skin and surfaces. Housekeeping employees should follow the manufacturers' instructions exactly and carefully for mixing and using these cleaners. Germicides also should be used only on surfaces recommended by the manufacturer or damage could result.

Hot water helps sanitize linens and surfaces as they are being cleaned; however, it cannot be relied on totally. Disinfectants are necessary to prevent or reduce the spread of bacteria. The different types of germicidal disinfectants include quaternary ammonium compounds (known as quats), chloride, pine oil, compounds containing iodine, and phenolic compounds.

Quaternary ammonium compounds are colorless, odorless compounds that are used as disinfectants. Quats kill some forms of bacteria and are easy to use; however, quats leave residues that may have long-term effects. Sanitizer, a quat, is a **pine oil** type of bleach that kills harmful bacteria. Sanitizer cannot be used on all fabrics.

Chlorides are strong, corrosive compounds that can tarnish some metallic surfaces. Chlorine bleach is a chloride. Chlorine bleach solutions disinfect and deodorize surfaces and laundry, eliminate stains and dirt, and remove the yellow look from white linens and cottons. Chlorine bleach should always be used in a diluted solution and should never be used on silk, wool, rayon, spandex, non-colorfast, or delicate fabrics.

Phenolic compounds are acidic compounds similar to phenol. **Phenol** is a poisonous crystalline acidic compound present in coal tar and wood tar that in diluted solutions is used as a disinfectant. Phenolic compounds irritate the skin. Compounds containing **iodine**, which is a violet-colored chemical element, stain surfaces.

Disinfectants do not work well on surfaces that are dirty, wet, or contain organic substances. A surface must be cleaned and dried before a disinfectant can work to its potential.

Disinfectants should be mixed into solutions according to the manufacturer's instructions and used only for the recommended purposes. Disinfectants should not be mixed with detergents to form a solution. If mixed with a disinfectant, detergents could chemically react with the disinfectant and negate the disinfectant's ability to kill pathogens.

Enough time should be allowed for the disinfectant to remain on the surface and completely kill pathogens. Manufacturers' instructions often inform housekeeping employees of the amount of time needed for the disinfectant to remain on surfaces. Thoroughly rinsing cleaning cloths in clean detergent and disinfectant solutions after finishing one room and before cleaning the next room also will help prevent the spread of pathogens. The following areas should be disinfected after each cleaning:

- bathroom and restroom walls
- sinks
- floors
- plumbing
- toilet bowls
- showers
- bathtubs
- locker rooms
- water fountains and coolers
- ashtrays
- trash and garbage cans
- food preparation areas
- food service areas

Disinfectant added to the laundry's wash or rinse water helps kill thirty kinds of bacteria that can survive several washings. By eliminating these organisms in linens, the spread of bacterial infections can be reduced. Quats usually are added in the rinse cycle. Chlorine bleach should be diluted and added during the wash cycle. Phenolic compounds should be added to either the wash or rinse cycle. Pine oil disinfectant should be poured into wash water at the beginning of the wash cycle before linens are placed in the washing machine.

Adequate time and temperature also are needed during wash cycles for killing pathogens on linens. The higher the water temperature, the less time it takes to kill the microorganisms. Some wash cycles are not long enough or hot enough to kill pathogens, which makes the use of disinfectants all the more important. Disinfectants also should be used on the dryer's lint trap and the washer's basin to kill the pathogens that thrive on these surfaces.

Points to Remember

- Hotels are responsible for protecting people from harm, which includes protection against contamination and infection caused by pathogens.
- By protecting against contamination and infection, housekeeping employees maintain high standards of cleanliness and prevent liability claims and the loss of future hotel business.
- Dirt, dust, and grime are breeding grounds for pathogens.
- Pathogens are microorganisms that cause disease. Pathogens include bacteria, viruses, fungi, and spores.
- Disinfection is the process of freeing something from infection or contamination by destroying pathogens.
- Sanitation is the process of making something clean or sterile. It also promotes hygiene and prevents disease by maintaining clean or sterile conditions. Sanitation reduces pathogens to a level that is considered safe for good health.
- Odors are clues that soil and bacteria are present. If odors, soil, and bacteria are present, usually pathogens also are present.
- Pathogens cannot grow or exist without moisture, heat, and food. They can multiply rapidly in the human body because the body provides all three elements.
- The main methods of managing pathogens are removing and killing them.
- Germicides are chemicals used to disinfect a surface by killing pathogens. Germicides include disinfectants and antiseptics.
- Disinfectants are necessary to prevent or reduce the spread of bacteria. The different types of germicidal disinfectants include quaternary ammonium compounds, chloride, pine oil, compounds containing iodine, and phenolic compounds.
- Disinfectants do not work well on surfaces that are dirty, wet, or contain organic substances; therefore, surfaces must be cleaned and dried before a disinfectant is applied.
- Enough time should be allowed for disinfectants to remain on surfaces in order for them to completely kill pathogens.
- Thoroughly rinsing cleaning cloths in clean detergent and disinfectant solutions after finishing one room and before cleaning the next room will help prevent the spread of pathogens.
- Disinfectant added to the laundry's wash or rinse water helps kill thirty kinds of bacteria that can survive several washings.
- Adequate time and temperature are needed during wash cycles to kill pathogens on linens. The higher the water temperature, the less time it takes to kill microorganisms.

Words to Know

antiseptics
chlorides
disinfectants
disinfection

phenol
phenolic compounds
pine oil
quaternary ammonium compounds

Questions for Review

germicides
iodine
pathogens

sanitation
sterilization
sterilizing

1. Why is sanitation and disinfection important to hotel operations?
2. What are some disinfecting and sanitizing techniques used in hotel guest rooms?
3. What are some disinfecting and sanitizing techniques used in laundry procedures?
4. How do the above techniques kill pathogens?

20

Entering and Exiting Cleaning Areas

ESSENTIAL ELEMENT

- Describe procedures for entering and exiting assigned cleaning area.(v4G)

OBJECTIVES TO ACHIEVE

- Explain the purposes of following specified procedures for entering and exiting guest rooms.
- Demonstrate correct procedures for entering and exiting an assigned cleaning area.

Entering and exiting rooms or areas for cleaning is no matter to be taken for granted by hotel housekeeping employees. Employee safety, guest privacy, and assurance of room cleanliness and order are important aspects of entering and exiting procedures.

PURPOSES FOR ENTERING AND EXITING PROCEDURES

The purposes for hotel operations' entering procedures include the following:

- to protect employees from harm by guests or unwelcomed intruders
- to protect guests' privacy in their rooms
- to discover unwelcomed intruders

The purposes of exiting procedures include the following:

- to make sure all room components have been cleaned
- to verify that all furnishings are in their proper places
- to make sure all cleaning equipment and supplies are out of the room
- to turn off light fixtures and faucets and to set air conditioning/heating units as instructed by management
- to be sure the guest room door and its exterior doors are securely locked to prevent unwanted intruders

PROCEDURES FOR ENTERING AND EXITING CLEANING AREAS

Room attendants begin work while many guests are asleep. Room attendants should be as quiet as possible when in corridors and passageways at all times.

Entering a Guest Room

Before entering to clean a guest room, the room attendant should knock on the door two or three times and loudly say, "housekeeping." If there is no answer after a few seconds, the room attendant should knock again and repeat the announcement. If there is still no answer, the room attendant should quietly unlock and open the door. The room attendant should enter the room slowly. Executive housekeepers should instruct room attendants to use only the knuckles when knocking on guest room doors. They should never use keys or metal objects. Guest room doors may be knocked on many times daily. If used repeatedly, keys and metal objects can damage doors in a short time.



If a room attendant receives no answer after knocking on the door of a room and upon entering discovers the guest in the room asleep, the room attendant should leave quickly and quietly. If the guest is awake, the room attendant must apologize for the intrusion, tell the guest why she or he is in the room, and ask if the guest would like the room cleaned later. The room attendant also should ask when a convenient time for cleaning might be. On the worksheet, the room attendant should write that the room was occupied and should include the time the guest said would be convenient for cleaning the room as a reminder to check the room later.

If a guest is in a room that the room attendant thought would be vacant, the room attendant should quickly excuse himself or herself and leave the room. The executive housekeeper should be notified immediately. Two situations could exist.

1. The room status written on the worksheet may be incorrect, and the guest may belong in the room. This would require a check with the front desk.
2. The room status on the worksheet may be correct, and the guest does not belong in the room.

For the room attendant's safety and for courtesy to the guest, the room attendant should not question the guest about his or her presence in the room. This would be rude if the room status was incorrect, and it would be dangerous if the guest really did not belong in the room.

After entering a room to clean, the room attendant should block the room's doorway with the cleaning cart. With the door open, the room attendant should place the cleaning cart against the door with its open side facing into the room with the wheels locked. Most cleaning carts have wheels that lock. Locking the wheels prevents the cart from accidentally rolling away and from being moved easily by a possible intruder.

By blocking the doorway with the cart, people are discouraged from entering the room while it is being cleaned. While cleaning bathrooms, room attendants often cannot see what is happening at the guest room door. If an intruder struggles with the cart, this would create a noise that would alert the room attendant to a possible intruder.

Cleaning Guest Rooms with "Do Not Disturb" Signs

Room attendants should not enter rooms with "Do Not Disturb" signs hanging on the doorknobs until after the checkout deadline. However, the rooms may be checked several times until checkout to see if the sign has been removed. A **"Do Not Disturb"** sign is used by hotel guests to inform hotel employees and other people that they do not want to be disturbed or bothered. Often, the guests are sleeping.

If the "Do Not Disturb" sign has not been removed and it is checkout time, the room attendant should alert the executive housekeeper. The executive housekeeper should call the room and ask the guest when housekeeping services



would be convenient. If the executive housekeeper's call is not answered, she or he should go to the room, knock on the door, and say, "housekeeping." If there is still no answer, the executive housekeeper should unlock the door and slowly enter the room. If the guest is not in the room, the executive housekeeper should instruct the room attendant to clean the room. If the guest is in the room, the executive housekeeper should apologize for the intrusion and ask when housekeeping services would be convenient. If the guest is in the room and is ill, the executive housekeeper should alert management or security.

If a guest arrives while the room attendant is cleaning the room, the room attendant should follow one of the options below. At some hotels, hotel policy states the procedure to follow. The room attendant may choose one of the following options:

- Work around the guest.
- Ask the executive housekeeper, inspector, or another room attendant for help in order to speed up the cleaning process.
- Ask the guest to wait outside or somewhere else until the room is cleaned.
- Ask which housekeeping services the guest desires, provide those services, and leave quickly.

Exiting A Guest Room

After cleaning the guest room, the room attendant should stand just inside the room's door and look about the guest room. The room attendant should view the same items a guest would view upon entering the room. The room attendant should make sure nothing has been overlooked and that all cleaning supplies have been gathered. The room attendant also should check to be sure that the furniture, telephone books, and printed materials are in their proper locations. The bathroom and vanity lights should be turned off.

Before leaving the room, the room attendant should close the drapes, turn off the remaining lighting and appliances that may be on such as the television or radio, and make sure the air conditioner/heating unit is set as instructed. The room attendant should leave the room and make sure the door locks securely.

Before or after closing the door, the room attendant should write the room's new status and any other information the executive housekeeper needs to know on the worksheet. Missing items or extra items used in the room should be recorded. The room attendant should move on to the next room to be cleaned.

Entering and Exiting Public Restrooms, Showers, and Sauna Areas

Before entering a public restroom, shower, or sauna area to clean, the public area housekeeper should check to see that the area is available for cleaning. The public area housekeeper should knock on the door and loudly say, "housekeeping." The housekeeper should wait for an answer. This is particularly important if a men's or ladies' restroom is being cleaned by a member of the opposite sex. If the room is occupied, the housekeeper should wait until all people are out before cleaning.

**OUT
OF
ORDER**

After determining that an area is available for cleaning, the public area housekeeper should open the door and block the doorway with a chair or put up an "Out Of Order" sign. An *"Out Of Order"* sign warns guests, customers, and employees that the restroom is being cleaned and is not available for public use.

After cleaning the area or room, the public area housekeeper should check its appearance, make sure no cleaning tasks have been forgotten, and be sure that all equipment is out of the room. The housekeeper should remove the sign, chair, or other barrier, close the door, and move on to the next cleaning assignment.

Points to Remember

- Employee safety, guest privacy, and assurance of room cleanliness and order are important aspects of room entering and exiting procedures used by housekeeping employees.
- Before entering to clean a guest room, the room attendant should knock on the door two or three times and loudly say, "housekeeping." If there is no answer after a few seconds, the room attendant should knock again and repeat the announcement. If there is still no answer, the room attendant should quietly unlock and open the door. The room attendant should enter the room slowly.
- Employees should use their knuckles, not keys or metal objects, to knock on guest room doors.
- If a room attendant does not receive an answer after knocking on the door of a guest room and upon entering discovers the guest is in the room, the room attendant should leave quickly. If the guest is awake, the room attendant must apologize for the intrusion, tell the guest why she or he is in the room, and ask the guest when a convenient cleaning time would be.
- If a guest room is occupied when it was believed to be vacant, the room attendant should leave the room immediately without asking questions and alert the executive housekeeper.
- Room attendants should block the guest room's doorway with the cleaning cart to prevent unwanted intruders from entering and to make supplies accessible.
- Room attendants should not enter rooms with "Do Not Disturb" signs until after the checkout deadline. However, the rooms may be checked several times until checkout to see if the signs have been removed and if the room can be entered.
- Executive housekeepers check rooms with "Do Not Disturb" signs after checkout and alert room attendants when the rooms are available for cleaning.
- After cleaning a guest room, the room attendant should stand just inside the door and look about the room. The room attendant should check the room's appearance, make sure things are in place, and set utilities as instructed. The room attendant should close the drapes, lock and close the room door, and change the room's status on the worksheet.
- Before entering to clean a public restroom, shower, or sauna, the public area housekeeper should knock on the door, loudly say, "housekeeping"; and wait for an answer. If the room is occupied, the housekeeper should wait until all people are out before entering to clean. If a room is available for cleaning, the housekeeper should block the doorway, clean the room, check the room, close the door, and move on to the next cleaning assignment.

Words to Know

Questions for Review

"Do Not Disturb" sign
"Out Of Order" sign

1. What are the purposes for entering procedures?
2. What are the purposes of exiting procedures?
3. Why are entering and exiting procedures important?
4. What are the entering procedures for a guest room and a public restroom?



5. What are the exiting procedures for a guest room and a public restroom?
6. How are rooms with a "Do Not Disturb" sign treated? Why?
7. What should a room attendant do if a room is occupied when the worksheet indicates it is vacant? Why?

21 Linen Repair and Maintenance

ESSENTIAL ELEMENT

- Describe procedures for routine linen repair and maintenance.(v4H)

OBJECTIVES TO ACHIEVE

- Describe causes of linen damage.
- Explain the importance of consistent repair and maintenance of linens.
- Demonstrate correct procedures for repair and maintenance of linens.

The lifespan of hotel linens depends upon the care and treatment they receive. Hotel linens need to be handled, laundered, and used properly in order to avoid damage and to maximize their lifespan and good appearance. Improper care causes linens to wear out quickly and greatly affects the hotel's budget.

CAUSES OF LINEN DAMAGE

Carelessness is the main cause of linen damage, particularly among guests, room attendants, public area housekeepers, kitchen employees, and banquet employees. Employees may accidentally drop linens on floors or in storage rooms and fail to remove them. They also may spill things on linens, use them to clean spills, or drag them along the floors, and the linens become soiled and stained. *Soiling* means to make dirty. *Stains* are soiled or discolored spots.

Linens should never be used to wipe spills, especially chemical spills. Chemicals can damage linens. Old cloths or designated cleaning cloths should be used for cleaning chemical spills.

Damp linens that are not separated or spread out to dry and are left damp for a long period of time become mildewed if not washed immediately. Also, damp linens lying on concrete or iron will become stained.

Some kitchen employees put dirty kitchen cloths in containers with less soiled, but dirty table linens. These employees may think they are too busy to place the dirty cloths in the often-provided separate containers. They put all linens together instead.

Thus, table linens become more soiled and stained with food and grease residue. The damage to table linens is often permanent when they are washed with the kitchen cleaning cloths.

Eventually, linens may need mending. Linens tear from daily wear and use. Guests who smoke often accidentally burn holes in guest room linens and bedspreads with tobacco products and matches. Protruding nails and splinters also cause linen damage in carts, baskets, and linen chutes.

IMPORTANCE OF LINEN REPAIR AND MAINTENANCE

The purpose of linen repair is to make linens look as nice as possible for as long as possible. Repairs are important because they reduce replacement costs. Linens are a major expense for a hotel, and hotel management and laundry departments should do what they can to maximize the lifespan of linens without harming their quality and appearance.

The proper maintenance of linens is important for preventing damage. For example, damp linens should be separated from other linens and spread out to air dry if they will not be washed immediately. Separation and air drying prevents formation of *mildew*, a fungus growth and stain that has a bad odor. It grows on fabric or surfaces that are left damp for a long period of time.

As laundry attendants sort linens, they should check for stains, wear, tears, and other damage. Stained and heavily soiled linens must be treated for stain removal as soon as possible after they are soiled and before they are washed. The longer a stain or soiled area remains on the linens, the more permanently set the stains become. Linens that require mending must be repaired before they are washed. If not, they will ravel and tear during the cleaning process. The mending job then would be either more difficult or the linen would be beyond repair. If linens are not mended immediately, they should be stored in a locked laundry room cabinet in the mending area to keep employees from using them as cleaning cloths.

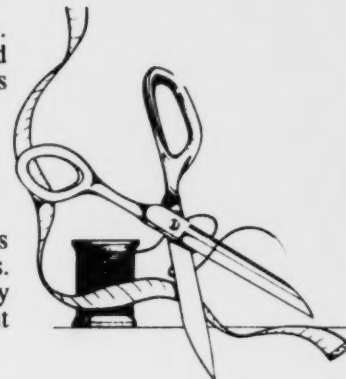
PROCEDURES FOR REPAIR AND MAINTENANCE OF LINENS

Repair and maintenance of linens is important for the budget of the hotel. Therefore, the procedures for repairing and maintaining linens should be followed and performed correctly. Mending linens is important for maintaining linens. Patching, darning, and recycling linens make linens more useful longer. Stain removal keeps linens looking clean and fresh.

Mending Linens

With the proper care, linens should last at least three years before they require mending. **Mending** is the act of repairing or restoring something to good condition. Laundry attendants should try to mend damaged linens as much as possible. They should evaluate their mending jobs. If the item has not been mended well and could be improved, laundry attendants may start over or make adjustments. If the linens have been mended well, but appear to still be in bad condition, then the hotel will either sell the linens to employees for their use at home, sell them to other hotels, make them into cleaning cloths, or give them to charity.

Guests who smoke often accidentally burn holes in bedspreads with burning tobacco products or matches. Bedspreads and blankets are quite expensive. Laundry attendants should always try to patch or mend them and take extra measures to make sure the mending job looks professional.



Patching Linens – Keeping linens in good shape is important to the hotel's budget and to guest satisfaction. It is necessary to patch or dam linens as much as possible instead of buying new linens. Patches should be used when the holes are too large to be darned neatly and firmly. **Patching** is affixing a piece of material to another piece of material to cover or reinforce a weakened or worn area. Laundry attendants must match stripes or prints on linens to the patch's stripes or prints so that the job will look professional.

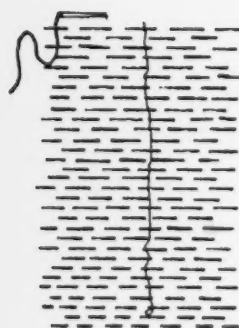
Laundry attendants may patch by hand, sewing machine, or heat-seal machine. When applying patches, laundry attendants should use square or oblong patches that are bigger than the holes. The laundry attendant should place the patch on the wrong side of the item over the hole. The patch should be sewn and pressed so that it looks acceptable.

When patching with a sewing machine, laundry attendants should pin the patch in place before stitching. Machine stitching is more durable than stitching by hand.

Patching may also be done with a heat-seal machine. A **heat-seal machine** is a table-top machine that uses air pressure and heat to secure patches. The time and temperature for application are automatically controlled.

Fabric that matches the linen should be cut slightly larger than the hole to be mended. A piece of bonding material the same size or slightly smaller than the patch should be cut. The bonding material should be placed on top of the area to be mended with the fabric patch on top of the bonding material. Heat is then applied with the heat-seal machine. This process creates a patch that is almost invisible. The patch should withstand repeated washings. An iron may be used to apply small patches. The heat-seal machine allows laundry attendants to mend large areas of fabric. Precut patches to match linens can be applied quickly with heat-seal machines.

Darning Linens – **Darning** is a method used to repair a hole or tear by anchoring yarns in the fabric following the grain of the fabric. Broken yarns are covered when darning tears. Missing yarns are replaced when darning holes. The goal of darning a tear or hole is to duplicate the knit or weave of the fabric. Some fabrics are harder to darn than others.



The following are steps for darning tears and holes in fabric:

1. Choose a fine needle and a single strand of thread that matches the fabric.
2. If possible, use thread that can be raveled from a seam or cut edge.
3. Work from the right side of the fabric.
4. Do not tie a knot at the end of the thread, but leave a one inch thread end. Use a running stitch by weaving the needle and thread in and out of the fabric.
5. For large holes or tears, baste a piece of matching fabric to the wrong side of the fabric.
6. Follow the grain with the stitches.
7. Keep stitches only tight enough to keep the fabric smooth.

These basic guidelines are helpful for darning fabrics; however, different fabrics, holes, and tears may require different or special stitches and techniques. Laundry attendants should consult a resource for specific instructions.

Darning may also be done by using a zigzag stitch with a sewing machine. The following guidelines should be used for machine darning tears:

1. Reinforce the fabric by hand basting a piece the same color of lightweight fabric under the tear.
2. Stitch across the torn edges, closing the tear. Sewing machine directions should list the correct setting for the stitch to be used.
3. Stitch across the tear with a zigzag stitch.

Recycling Linens – Worn, dingy, or stained linens that can no longer be used in guest rooms may be made into cleaning cloths or other useful items. When these linens can no longer be used in guest rooms, laundry attendants should cut them to sizes needed for use by housekeeping, kitchen, and banquet employees. Many hotels also have laundry attendants dye the cloths a specific color to distinguish them from guest room linens. Employees should select the specially dyed cloths for cleaning and leave the good linens for use by guests. This helps maximize the durability of good linens.

Some linens may be dyed and used for dust cloths. Towels may be remade into washcloths. Tablecloths may be made into napkins. Several napkins may be sewn together to make potholders.

Removing Stains

Laundry attendants should treat stains using the hotel's stain removal treatment solutions or a stain removal chart as a guide. The treatment used on stains depends on the fabric and the soil or stain. Three treatment methods include soaking; applying a detergent paste on the stain; or using special treatment methods for stubborn stains, which may be listed on a stain removal chart.

If mildew stains are discovered before they become permanent, the stained linen can be washed repeatedly with detergent, left in a soapy condition, and dried in direct sunlight until the stains disappear. If the stains do not disappear, laundry attendants should soak the linens with a bleach solution or apply a lemon juice and salt paste and let them dry in direct sunlight.

When stains require special treatment and cannot be laundered, the laundry attendant may use the following procedures:

- Determine the cause of the stain.
- Treat a ring around the stain and work toward the stain's center to prevent it from spreading.
- Dab the stain with solution instead of rubbing. Rubbing can spread the stain and damage the surface.
- Use a white absorbent cloth, such as a cotton cloth, when using a solvent stain remover.
- Avoid overwetting the material because overwetting the fabric may cause it to shrink. This especially is a problem with pile fabrics that have a cotton base.
- Test the stain removal agent's action on an inconspicuous area of the garment before applying it to the stain.
- Machine wash, hand wash, shampoo, or dry-clean the item as soon as possible after the stain is removed.

Linens that have been stored for a long time might become yellowed. They should be laundered and whitened before they can be used. Blankets, bedspreads, and mattress pads that will be stored must be wrapped and stored on the shelves that are least accessible. Pesticide should be sprayed in the storeroom to prevent insect attacks. Stored linens must be laundered before they are used by hotel guests because they may have accumulated dust and attracted insects.

Points to Remember

- The lifespan of hotel linens depends upon the care and treatment linens receive.
- Carelessness is the main cause of linen damage. Linens sometimes are dropped or dragged along floors, are left on floors, have things spilled on them, and are used to clean spills. These linens become soiled and stained.
- Linens should never be used to wipe spills, especially chemical spills. Chemicals can damage the linens.
- Damp linens should be separated from other linens and spread out to dry if they will not be washed immediately. Separating and air drying them will prevent them from becoming mildewed after a long period of time. Mildew is a fungus growth and stain that has a bad odor and grows on fabric or surfaces that are left damp for a long time.
- Good linens mixed with kitchen cleaning cloths often will become stained with the residue left on the cleaning cloths.
- With proper care, linens should last at least three years before they require mending. Improper care wears out linen quickly, greatly affecting the hotel's budget.
- Eventually, linens may need mending. Linens are damaged from daily wear and use; have burns from tobacco products; and are torn from protruding nails or splinters in carts, baskets, and linen chutes.
- The purpose of linen repair is to make the linens look as nice as possible for as long as possible and to reduce replacement costs.
- Laundry attendants should check linens for stains, wear, tears, and other damage as they sort laundry. Stains and damage must be treated before linens can be washed or they may become worse.
- Laundry attendants try to mend damaged linens as much as possible. Mending them helps extend the linens' durability. Linens that are stained or torn badly may be used for cleaning cloths, given to charities, sold to employees, or sold to other hotels.
- Linens can be mended by hand or with a sewing machine. They may be mended by patching or darning.
- Many laundry attendants select worn, dingy, or stained linens and make them into cleaning cloths or other useful items. They cut the cloths to sizes needed and dye them a color that will distinguish them from guest room linens.
- The stain treatment used depends on the fabric and the soil or stain. Three treatment methods include the following: soaking, applying a detergent paste on the stain, or using special treatment methods listed on a stain removal chart.
- When stains require special treatment and cannot be laundered, the laundry attendant should have several procedures to follow for stain removal.
- Linens that have been stored for a long time might become yellowed. They should be laundered and whitened before they are used. Stored linens must be laundered before use because they may have attracted dust and insects.

**Words to
Know**

darning
heat-seal machine
mending
mildew
patching
soiling
stains

**Questions
for Review**

1. What are some rules of linen care all hotel employees should follow?
2. What happens when linens are not cared for properly?
3. When should stain removal and mending be performed? Why?
4. What are patches used for? What is darning used for?
5. How does a laundry attendant determine what stain treatment method should be used to remove a stain?
6. Why is linen care, maintenance, and repair important to a hotel operation?

22

Sources and Functions of Nutrients

ESSENTIAL ELEMENT

- Describe the sources and functions of nutrients.(v5A)

OBJECTIVES TO ACHIEVE

- Identify the types of nutrients.
- Describe the major functions of nutrients.
- Identify the sources of major nutrients.

Nutrients are life sustaining substances that nourish and promote the growth of the human body. The types of nutrients include proteins, carbohydrates, fats, vitamins, and minerals. Although it is not a nutrient, water is very important to the human body and also is discussed in this chapter.

Food supplies nutrients to people's bodies. Other nutrient sources can be found in over-the-counter supplements in pill form and nutrient additives food manufacturers/processors may use to enrich or fortify foods. Because different nutrients are supplied by different foods, it is important for people to eat well-balanced meals daily to receive sufficient quantities of the nutrients needed for their age, weight, and health requirements.

PROTEINS

Proteins contain carbon, hydrogen, oxygen, nitrogen, and sulfur. Some proteins also have phosphorus, iron, copper, and other inorganic chemicals. Proteins are important for the human body's maintenance, repair, regulation, and growth.

Functions of Proteins

Throughout a person's life, proteins perform the following functions:

- growth, maintenance, and repair of body tissues
- regulation of bodily processes
- production of antibodies to fight diseases and infections
- structure of body cells

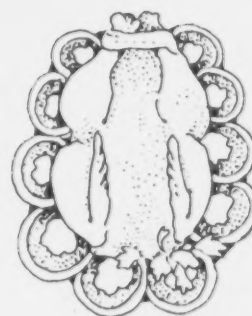
- regulation of normal fluid balances
- provision of energy when carbohydrate and fat energy sources are depleted

Energy is needed not only for exercising, but also for normal body functioning. The energy values of food are measured in calories. A *calorie* is a unit of heat. It measures the amount of energy available from foods and the energy exchange taking place in the body. If carbohydrates and fats are unable to furnish enough calories for energy, proteins become energy sources. When this happens, however, the body is unable to use proteins for their main functions of body growth, repair, and maintenance.

Protein nutrients in food are digested or broken down into amino acids, which rearrange to form special proteins in the body. *Amino acids* are the building blocks of protein molecules. Proteins are composed of amino acids linked into chains. Twenty-two amino acids have been identified by scientists, eight of which cannot be made by the human body. These eight amino acids are called *essential amino acids* and these must be supplied to the body from food. Other amino acids are called *nonessential amino acids*, which can be produced by the human body from the eight essential amino acids or other organic acids.

Sources of Proteins

The best sources of protein are *animal food products* which include meat, milk, other dairy products, poultry, eggs, and fish. These sources supply all the essential amino acids needed by the body; therefore, they are considered *complete protein foods*. *Incomplete protein foods* do not have all eight essential amino acids. Plant foods are incomplete protein foods, but they do supply many amino acids. *Plant food products* include cereals (from the various grains), vegetables, and fruits. Legumes such as peas, beans, and nuts also are good protein sources. Eating either an animal source of protein or combining animal and plant protein sources daily gives a person a good supply of needed proteins.



CARBOHYDRATES

Carbohydrates are chemical compounds of carbon, hydrogen, and oxygen. They come in three forms including starches, sugars, and cellulose. *Starches* and *sugars* are the human body's main supply of energy. Cellulose supplies bulk to the body.

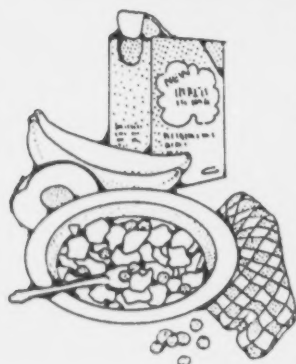
Many types of sugars exist. They are glucose, galactose, lactose, fructose, sucrose, and maltose. *Glucose*, *fructose*, and *galactose* are simple sugars or *monosaccharides*. *Sucrose*, *lactose*, and *maltose* are double sugars or *disaccharides*. Double sugars are broken down into simple sugars during digestion.

Functions of Carbohydrates

The main function of carbohydrates is to provide energy to the body. If the amount of carbohydrates available to be used for energy is inefficient, then the body will get energy from its fat and protein resources. This keeps protein from performing its other more important functions.

Carbohydrates also help the body use fats efficiently and provide bulk or fiber to the body.

Fiber is found in plant tissues. *Cellulose* is one type of dietary fiber found in food that originates from plants. Fiber may be called roughage. It helps promote regular and normal waste elimination. High fiber intake over a long period of time is believed to help prevent and treat digestive tract diseases and colon cancer and reduce blood cholesterol levels.



Sources of Carbohydrates

Carbohydrates are found in fruits, vegetables, breads, and cereals. Starches come from grains and grain products, potatoes, legumes, sweet potatoes, vegetables, fruits, fruit juices, and the products of these foods.

Cellulose is found in plant cells. Cellulose fibers are not digestible and do not provide energy to the body. Instead, they provide bulk, which aids in digestion and elimination of wastes. Peelings on carbohydrate sources are edible and help increase a food's fiber content. Cellulose is found in green leafy vegetables, vegetable stalks, seeds, fruit and vegetable skins, and whole grain cereals.

With the exception of galactose, sugars are found naturally in fruits, vegetables, milk, sugar cane, and sugar beets. Galactose is produced by the human body when lactose, the sugar from milk, is digested. Glucose (also known as dextrose, grape sugar, or corn sugar) is found naturally in fruits and vegetables. It also is the sugar produced when sugars and starches are broken down by digestion. Fructose occurs naturally in fruits and is known as fruit sugar. It is the sweetest sugar, and it is made during digestion when sucrose breaks down into fructose and glucose. Sucrose is table sugar and comes from sugar cane and sugar beets. Maltose is malt sugar and is used in malted food products, such as cereals and milk.

FATS

Fats are semisolid, energy filled organic compounds found in animal and plant tissues. Fats contain carbon, hydrogen, and oxygen. Some fats also contain carbohydrates, phosphates, or nitrogenous compounds. Fats are classified as saturated, unsaturated, or polyunsaturated. The amount of saturation refers to the amount of hydrogen in the chemical structure. **Saturated fats** have the most hydrogen. **Unsaturated fats** have less hydrogen, and **polyunsaturated fats** have the least amount of hydrogen. The more saturated the fat, the more solid it is at room temperature. Saturated fats include animal fats. Unsaturated fats are less solid than saturated fats (shortening, for example). Polyunsaturated fats, such as oils, are liquid at room temperature. If hydrogen is added to an oil to make it more solid at room temperature, the oil has been **hydrogenated**. Margarine often is made of hydrogenated polyunsaturated oils.

The scientific name for fats, fat-like substances, and oils is **lipids**. Fats are made up of fatty acids and glycerol, a body chemical. **Essential fatty acids** are the fatty acids the human body is unable to produce and which must be supplied by food. Essential fatty acids seem to help mobilize cholesterol, keeping it from depositing in the arteries. The body can produce the other fatty acids it needs.

Cholesterol is a lipid found in cells in the body. Cholesterol is important to the body, but its intake should be limited because too much of it can harm the body. Cholesterol is a fat-like substance made by the body and also found in small amounts in foods of animal origin and in some foods of plant origin, such as palm oil and certain other tropical oils. The amount of cholesterol content in the diet affects the level of cholesterol in the blood. Cholesterol can accumulate inside arteries and cause blood vessels to narrow and block blood flow. This disease is called **arteriosclerosis**. These affected arteries are more likely to be blocked by blood clots, which can cause serious and sometimes fatal health problems such as heart attacks.

Functions of Fats

Fats serve the following purposes:

- to provide energy—more energy or calories than carbohydrates or proteins

provide (1 gram of fat = 9 calories; 1 gram of protein = 4 calories; 1 gram of carbohydrates = 4 calories)

- to transport and absorb the fat-soluble vitamins A, D, E, and K
- to cushion vital organs in the body
- to comprise part of the structure of body cells
- to supply essential fatty acids
- to add flavor to food
- to satisfy appetites by delaying hunger
- to prevent heat loss from the body (Adipose tissue, or body fat, helps to insulate the body and to keep it at a constant temperature.)
- to serve as a component of the sheath covering for nerves and blood vessels

Cholesterol is used by the body to synthesize or produce vitamin D when skin is exposed to sunlight. It also is needed to synthesize adrenal acids, bile, and sex hormones.

Sources of Fats

Fats are found in butter, margarine, cooking and salad oils, meats, many dairy products, cheeses, mayonnaise, salad dressings, nuts, and eggs. Fats also are found in many baked goods, desserts, and snacks. The total amount of fat in the diet should be kept to a moderate level. Polyunsaturated fats found in plant food products are the best types of fat for human consumption and can usually substitute for many saturated fats.



VITAMINS

Vitamins are organic substances that occur naturally in plant and animal tissues and are essential to humans for metabolic processes. **Metabolism** is defined as chemical changes in living cells by which energy is provided for vital bodily processes and functions and new material is absorbed to repair the waste. **Metabolic processes** are the activities involved in metabolism. Humans must obtain vitamins from food because they cannot be naturally produced in the body. The vitamins include A, B complex, C, D, E, and K.

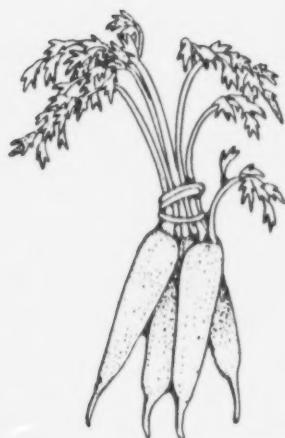
Functions and Sources of Vitamins

The overall functions of vitamins include the following:

- to help release energy from foods
- to promote tissue growth
- to assist nerve and muscle functioning
- to maintain body processes and development
- to promote and regulate the body's use of nutrients
- to help the body resist infections

Vitamins A, D, E, and K are *fat-soluble vitamins*, or vitamins that can dissolve in oil or fat. They are stored in body fats and are absorbed into the body with the help of fats in the diet or bile from the liver. The body can hold only a limited amount of the fat-soluble vitamins; any more than that amount is toxic to the body.

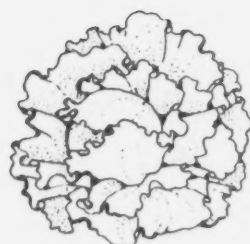
Vitamin C and the B vitamins are *water-soluble vitamins*, capable of dissolving in water. They are not stored in the body and do not need fat or bile to be absorbed by the body. They need to be supplied to the body daily through food because they are constantly used and washed out of the body through sweat and urine. Foods rich in vitamins C and B can lose their vitamin nutrients during cooking, storage, or processing if care is not taken to prevent vitamin loss and destruction. Nutrient loss, destruction, and retention are discussed in detail in Chapter 23.



Vitamin A – *Vitamin A* helps with growth and normal vision in dim light. It also keeps the skin and inner linings of the body healthy and resistant to infections. It is found in animal foods only; however, *carotene* found in plants can be changed into Vitamin A by the body. Carotene is found in dark green and deep yellow fruits and vegetables.

Vitamin D – *Vitamin D* helps the body use the calcium and phosphorus provided by food. This helps the body build strong bones and teeth. Vitamin D also helps the body deposit calcium and phosphorus in the bones and teeth; maintains the level of calcium needed in the blood for clotting; and keeps the heart, muscles, and nerves active. Few foods contain vitamin D, so this vitamin is often added to fortify foods, such as milk, during their processing. Small amounts of vitamin D are found in egg yolks, butter, liver, sardines, salmon, herring, and tuna. Vitamin D also is produced when human skin is exposed to direct sunlight.

Vitamin E – *Vitamin E* helps form red blood cells, muscles, and other tissues; protects cell membranes; and protects vitamin A and essential fatty acids from oxidation destruction. Vitamin E is in vegetable oils, margarine, whole grain cereals and breads, wheat germ, green leafy vegetables, liver, and dried beans.



Vitamin K – *Vitamin K* helps produce the substance *prothrombin*, which is needed for blood clotting. It is found in green leafy vegetables, cabbage, cauliflower, peas, potatoes, cereals, and liver. Vitamin K also is made by bacteria in the human intestine, except in newborn babies.

Vitamin C – *Vitamin C* is ascorbic acid. It helps form collagen in connective tissues. *Collagen* is a protein contained in connective tissues and bones that helps hold them together. Vitamin C also helps the body do the following:

- resist infections
- strengthen and maintain cell walls, capillaries, and blood vessels (which helps prevent bruising and keeps gums healthy)
- heal wounds by assisting in the formation of scar tissue
- protect other vitamins from oxidation destruction
- may help block the formation of cancer-causing nitrosamines (organic compounds found in foods, herbicides, and industrial products)

Ascorbic acid is found in citrus fruits, strawberries, tomatoes, melons, green peppers, potatoes, and dark green vegetables.



Vitamin B – Thiamine (vitamin B-1), riboflavin (vitamin B-2), niacin, vitamin B-12, folic acid, pyridoxine (vitamin B-6), biotin, choline, and pantothenic acid are the B vitamins. *B vitamins* including *thiamine*, *riboflavin*, and *niacin* are important aids in the release of energy from food. They also aid in the proper functioning of nerves, appetite, digestion, and healthy skin. Vitamin B helps the body to function well and use proteins and carbohydrates. B vitamins are found in meats, whole grain enriched breads and cereals, and milk (riboflavin).



The other B vitamins, including *vitamin B-12*, *folic acid*, *pyridoxine*, *biotin*, *choline*, and *pantothenic acid*, help prevent anemia and are required for the body's use and processing of carbon and hydrogen. They also assist with the following functions:

- metabolizing proteins, carbohydrates, and fats
- building genetic material
- promoting normal nervous system activity
- forming hormones and substances that regulate nerves
- releasing energy from carbohydrates

MINERALS

The body uses *minerals* to help give strength and rigidity to many body tissues and to help with many other vital functions. Minerals are neither plant nor animal. They are found in the earth and are drawn from the earth by plants. Minerals in the diet come from plants or from animals that have eaten plants. The main minerals used by the body include calcium, iron, iodine, phosphorus, magnesium, potassium, and fluoride. Other minerals used by the body include chlorine or chloride, chromium, copper, sodium, sulfur, and zinc.

Functions and Sources of Minerals

Calcium – When combined with phosphorus, *calcium* aids the structure of teeth and bones. It promotes blood clotting, regulates the use of other nutrients in the body, and maintains the proper functioning of nerves, muscles, and the heart. Calcium is found in milk, cheese, dark green leafy vegetables, clams, oysters, legumes, and water.

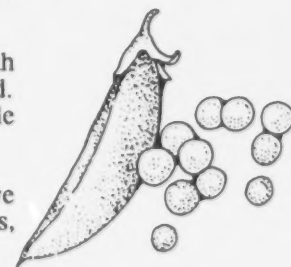


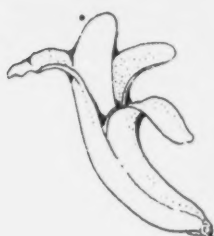
Iron – Iron is important but needed in small amounts. Iron and proteins combine to form hemoglobin. When people are *anemic*, their bodies do not have enough hemoglobin. *Hemoglobin* is the matter that gives red blood cells their color, and it carries oxygen from lungs to tissues and carbon dioxide from the tissues to lungs. Medical authorities usually suggest that anemic people include more iron and proteins in their diets to help resolve anemia. Iron is especially important in the diets of young children, preteen and teenage girls, and women of childbearing age. *Iron* helps cells get energy from food. Iron is found in liver, lean meats, heart, kidney, shellfish, legumes, dark green vegetables, dried fruit, egg yolks, and whole grain and enriched breads and cereals.

Iodine – *Iodine* helps the body produce the thyroxine hormone. If people are deficient in this hormone, they can develop goiter, a swelling of the thyroid gland in the neck. Iodine is found in iodized salt and seafoods.

Phosphorus – When combined with calcium, *phosphorus* aids in the strength and structure of teeth and bones. It also metabolizes energy from food. Phosphorus is found in liver, meats, eggs, milk, cheese, nuts, legumes, and whole grains.

Magnesium – *Magnesium* activates enzymes, temperature regulation, nerve and muscle activity, and protein synthesis. It is found in whole grains, legumes, nuts, leafy green vegetables, and water.





Potassium, Sodium, and Chloride – *Potassium, sodium, and chloride* work together to control body fluids and promote muscle and nerve activity. Potassium is found in fluids inside body cells. It also is found in meat, milk, dark green leafy vegetables, dates, bananas, cantaloupes, apricots, citrus fruits, and prunes. Sodium and chloride are found in fluids outside of body cells. Sodium is found in table salt, milk, meat, fish, poultry, and egg whites. Chloride is found in table salt.

Fluoride – *Fluoride* helps protect teeth from decay and is especially needed while teeth are forming. It is in fluoridated drinking water, water that naturally contains fluoride, and fluoride toothpastes. **Fluoridated drinking water** is water to which fluoride has chemically been added.

The other minerals listed, *chromium, copper, sulfur, and zinc*, help keep the body functioning properly. Those duties include regulating body processes and maintaining normal fluid and acid balance. They are usually provided by a diet consisting of a good variety of foods in enough quantities to be considered a well-balanced diet.

WATER



Water is not a true nutrient, but it is very important to the human body. More than half of the body is made up of water. A person can live only a few days without water; a person can live longer without food.

Functions and Sources of Water

Water is important to the following functions:

- regulating body temperature through perspiration
- transporting nutrients, oxygen, enzymes, waste materials, food materials, and blood cells
- lubricating the movement of muscles and joints
- sustaining cell health
- holding digestion products in solution and permitting them to pass through intestinal walls and into the bloodstream for use throughout the body

Water is present in most foods including juicy fruits and vegetables which contain about 90 percent water.



Points to Remember

- Nutrients are life sustaining substances that nourish the human body. They include proteins, carbohydrates, fats, vitamins, and minerals.
- Food supplies nutrients to people's bodies. Other nutrient sources are over-the-counter supplements in pill form and nutrient additives.
- Proteins are responsible for performing growth, maintenance, and repair of body tissues; regulating bodily processes; producing antibodies to fight diseases and infections; structuring body cells; maintaining normal fluid balances; making hemoglobin; and providing energy when carbohydrate and fat energy sources are depleted.
- The energy values of foods are measured in calories. Calories are units of heat which measure the amount of energy available from foods and the energy exchange taking place in the body.
- Proteins are composed of amino acids linked into chains. Protein nutrients in food are digested or broken down into amino acids, which rearrange to form other special proteins in the body.
- Amino acids are the building blocks of protein molecules. More than twenty amino acids have been identified by scientists, eight of which cannot be made by the human body and are called essential amino acids. They must be supplied by food. Other amino acids are called nonessential amino acids. The human body can produce these from the eight essential amino acids or other organic acids.
- Protein is found in animal-based food products (meat, milk, and other dairy products; poultry; eggs; and fish) and plant foods (cereals, legumes, vegetables, nuts, and fruit). Animal food products provide all the essential amino acids and are considered complete proteins.
- Carbohydrates come in three forms: starches, sugars, and cellulose. Starches and sugars are the human body's main supply of energy. Cellulose supplies bulk to the body. Carbohydrates also help the body use fats efficiently.
- Carbohydrates are found in fruits, vegetables, milk, breads, and cereals.
- Cellulose is found in plant cells and often is called roughage. Its fibers are not digestible and do not provide energy to the body. Instead, they provide bulk, which aids in digestion and elimination of wastes.
- Fats are the energy-rich, semisolid organic compounds found in animal and plant tissues.
- Fats are responsible for:
 - providing energy
 - transporting and absorbing fat-soluble vitamins A, D, E, and K
 - cushioning vital organs in the body
 - making up part of the structure of body cells
 - supplying essential fatty acids
 - adding flavor to food
 - satisfying appetites by delaying hunger feelings
 - preventing heat loss from the body
 - being the sheath covering for nerves and blood vessels
- Essential fatty acids are the fatty acids the human body is unable to produce and which must be supplied by food. They help mobilize cholesterol, keeping it from being deposited in blood arteries. The body is able to produce the other fatty acids it requires.

- Fats are classified as saturated, unsaturated, or polyunsaturated. The amount of saturation refers to the amount of hydrogen in the chemical structure. Saturated fats have the most hydrogen. Unsaturated fats have less hydrogen, and polyunsaturated fats have the least hydrogen. The more saturated the fat is the more solid it is at room temperature.
- Cholesterol is used by the body to synthesize vitamin D when skin is exposed to sunlight. It is also needed to synthesize adrenal acids, bile, and sex hormones.
- Cholesterol can contribute to arteriosclerosis, a disease in which cholesterol accumulates inside arteries causing blood vessels to narrow and block blood flow. Affected arteries are likely to be blocked by blood clots, which can cause serious to fatal health problems.
- Fats are found in butter, margarine, cooking and salad oils, meats, many dairy products, cheeses, mayonnaise, salad dressings, nuts, eggs, and many baked goods, desserts, and snacks.
- Polyunsaturated fats found in plant foods are the best types of fat for human consumption and can usually substitute for many saturated fats.
- Vitamins are organic substances that occur naturally in plant and animal tissues and are essential to humans for metabolic processes. The vitamins include vitamins A, B, C, D, E, and K.
- Humans must obtain vitamins from food because they cannot be naturally produced in the body. Vitamins' overall functions include: helping release energy from foods, promoting tissue growth, helping with nerve and muscle functioning, maintaining body processes and development, promoting and regulating the body's use of nutrients, and helping the body resist infections.
- Vitamins A, D, E, and K are fat-soluble vitamins. These vitamins can be dissolved in oils or fat. They are capable of being stored in the body.
- Vitamin C and the B vitamins are water soluble and are capable of dissolving in water. They need to be supplied to the body daily through food because they are constantly used and washed out of the body through sweat and urine.
- Minerals help give strength and rigidity to many body tissues and help many other vital functions. The main minerals used by the body include calcium, iron, iodine, phosphorus, magnesium, potassium, and fluoride. Other minerals used by the body include chlorine or chloride, chromium, copper, sodium, sulfur, and zinc.
- Minerals are found in milk, cheese, dark green leafy vegetables, clams, oysters, seafoods, liver, lean meats, heart, kidney, shellfish, legumes, water, iodized salt, eggs, nuts, fruits, and whole grain and enriched breads and cereals.
- More than half of the body is made up of water.
- Water is important to the following bodily functions:
 - regulating body temperature through perspiration
 - transporting nutrients, oxygen, enzymes, waste materials, food materials, and blood cells
 - lubricating the movement of muscles and joints
 - sustaining cell health and holding digestion products in solution and permitting them to pass through intestinal walls and into the bloodstream for use throughout the body

Words to Know

amino acids	lipids
anemic	magnesium
animal food products	maltose
arteriosclerosis	metabolic processes
ascorbic acid	metabolism
biotin	minerals
B vitamins	monosaccharides
calcium	niacin
calorie	nonessential amino acids
carbohydrates	nutrients
carotene	pantothenic acid
cellulose	phosphorus
chloride	plant food products
cholesterol	polyunsaturated fats
choline	potassium
chromium	proteins
collagen	prothrombin
complete protein foods	pyridoxine
copper	riboflavin
disaccharides	saturated fats
essential amino acids	sodium
essential fatty acids	starches
fats	sucrose
fat-soluble vitamins	sugars
fiber	sulfur
fluoridated drinking water	thiamine
fluoride	unsaturated fats
folic acid	vitamin A
fructose	vitamin B-12
galactose	vitamin C
glucose	vitamin D
hemoglobin	vitamin E
hydrogenated	vitamin K
incomplete protein foods	vitamins
iodine	water-soluble vitamins
iron	zinc
lactose	

Questions for Review

1. What nutrients does the body need?
2. What are the functions of proteins in the body?
3. What are the functions of carbohydrates in the body?
4. What are the functions of fats in the body?
5. What are the functions of vitamins in the body?
6. What are the functions of minerals in the body?
7. What are the functions of water in the body?
8. Why are some amino acids and fatty acids essential or nonessential?
9. What are the three types of fat and how do they differ?
10. What are the three types of carbohydrates and how do they differ?
11. What is the difference between fat-soluble and water-soluble vitamins?

23

Nutrient Retention

ESSENTIAL ELEMENT

- Relate food preparation and service techniques to the retention of nutrients.(v5B)

OBJECTIVES TO ACHIEVE

- Discuss the importance of using proper food preparation and service techniques for the retention of nutrients.
- Explain the effects of food preparation and service techniques on retention of proteins.
- Analyze the effects of food preparation and service techniques on retention of carbohydrates and fats.
- Describe the effects of food preparation and service techniques on retention of vitamins and minerals.

Food preparation is important to nutrient retention. If foods are not prepared and served by specific methods, nutrients can be lost or destroyed, thus eliminating much of the nutritional value of the foods.

IMPORTANCE OF USING PROPER FOOD PREPARATION AND SERVICE TECHNIQUES

Using the proper food preparation and service techniques is important to retain the nutritional value of foods. Retaining the nutritional value of foods means retaining nutrients and suppressing the growth of bacteria that causes food-borne illnesses. Food-borne illnesses are illnesses caused by food-borne organisms. **Food-borne organisms** include viruses, parasites, bacteria, or toxins produced by bacteria that are found in foods or on equipment used to prepare foods. People who consume foods contaminated with food-borne organisms usually become sick. The temperature used to cook foods and store foods affects the growth of food-borne organisms in foods. Food-borne organisms grow and spread when the temperature of a food item is between 45°F and 140°F. These temperatures are called the **danger zone temperatures**. Once organisms are in food, the food operation has a problem. The longer food

temperatures remain between the danger zone temperatures, the more the organisms will grow, spoil the food, and make the food more hazardous for human consumption. See Chapter 24 for additional information concerning food-borne organisms and food-borne illnesses.

Food-borne illnesses caused by improper preparation techniques include trichinosis, clostridium perfringens, and botulism. *Trichinosis* comes from poorly cooked pork products infected with parasitic worms. It is characterized by intestinal disorders, fever, muscular swelling, pain, and insomnia. Pork should always be cooked thoroughly to an internal temperature of at least 150°F to kill the parasites and to protect against the possibility of illness.

Botulism is an often fatal food-borne illness caused by the *toxins* (poisons) that are made by the bacterium *clostridium botulinum*. Botulism usually occurs because of improperly canned foods. These foods are sometimes noticeable if the can is bulged or damaged or if the food has an uncommon odor.

Clostridium perfringens, or perfringens poisoning, is an infection characterized by abdominal pain and diarrhea. The bacteria are found in soil and insufficiently cooked meat that is allowed to cool slowly and is served the next day. Once food begins to cool, bacteria begin to grow. Food must be kept above 140°F to destroy microorganisms and below 45°F to slow their growth.

Storage Techniques

Storage is an important part of food preparation. Proper storage protects nutrients from light, heat, air, and moisture. Kinds of storage include refrigerator storage, freezer storage, and dry storage.

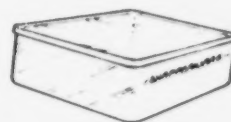
Refrigerator storage temperatures should remain between 36°F and 40°F. The cold storage of food is important to keep bacteria from growing. Hot food should not be placed into the cooler, or refrigerator, while it is still hot. It would take several hours to cool down, with much of that time being in the danger zone temperatures. To prevent the growth of food-borne organisms, food must be iced down either in or out of the cooler. This will make the food cool rapidly and will reduce the cooling time to a few minutes instead of hours.

In the cooler, food items with potential to leak should not be stored above other food items. These items must be stored on lowest racks so the possibility of contaminating other food does not exist. For example, thawed meat in a pan of meat juices stored above other food in a cooler could contaminate the other food if the juice spills or leaks from its container. When placed on the lowest rack, the food would spill on the floor, not on other foods.

Every food item stored in the cooler or freezer must be wrapped in plastic, labeled, and dated to give employees an idea of its shelf life. Stock must be rotated so that the older items are used before newer foods. Older food should be placed in front with fresher items in back. Dairy companies and some other companies rotate the stock of their items for businesses. Freezer storage temperatures should be 0°F or below.

Employees should store fish on ice on a perforated upper pan with a solid pan underneath. As ice melts, the water should drop through the upper perforated pan to the solid pan underneath. Fish should never be stored in melted ice water because there is greater potential for food-borne organisms to grow and the breakdown of flesh tissue increases.

Dry storage areas should be cool, dry, dark areas with temperatures from 50°F to 70°F. Cans, jars, and bottles that do not need refrigeration may be stored in dry storage. Packaged foods such as rice, seasonings, and grain products also may be



placed in dry storage. Always reseal packages that have been opened or transfer contents to a container with a tight-fitting lid. Canned foods that are leaking, bulging, or have uncommon odors should not be used.

Preparation Techniques

Preparing foods properly helps keep harmful bacteria out and nutrients in. *Nutrient retention* is the act of keeping nutrients in the foods from which they originate. People who continually eat food whose nutrients are destroyed or lost may not be receiving enough nutrients to maintain a healthy body. Nutrient loss can be caused by:

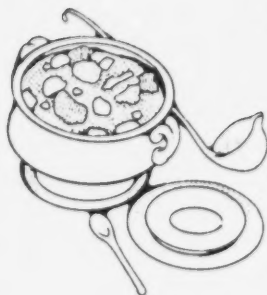
- high temperatures
- long cooking times
- water-soluble nutrients dissolving out of the food
- alkalies and acids
- plant enzymes
- oxidation

Nutrient loss cannot be stopped completely. It will occur to cooked foods no matter how careful the cooking procedures. However, nutrient loss can be minimized by cooks not allowing several causes of nutrient loss to occur at the same time.

Some nutrients dissolve into the water or solutions in which foods are soaked, cleaned, or cooked. This occurs primarily with C and B vitamins and minerals, because these are water-soluble nutrients. Cooking solutions contain much of the food's nutrients, which still are of good quality. In order for humans to receive the lost nutrients' benefits, the solution must be consumed. If the solution is poured down a drain, the nutrients that dissolved into the solution will be lost. Foods with water-soluble nutrients should be washed quickly with a minimal amount of water.

When food is cooked in a solution, the heat makes the cell membranes in the food become more permeable. This allows the water-soluble nutrients to easily pass through the membranes and into the cooking solution. To retain water-soluble nutrients in food, follow these suggestions:

- Avoid soaking foods.
- If soaking is necessary, use the same liquid when cooking the food.
- Do not discard juices from the food. (About one-third of the nutrients of canned food is in the juices.)
- Use the juices or cooking solution for reheating the food or for soups, stocks, sauces, and gravies.
- Use as little water as possible by using cooking methods that require less water.
- Reduce cooking times when appropriate.



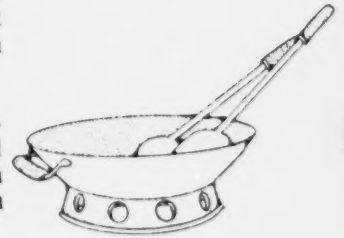
Cooking times can be reduced by covering pans to hold in heat or by heating the cooking surface or cooking solution before cooking the food. Cooking should only be continued until vegetables are tender and crisp and meats are done.

Cooking Methods

Each cooking method has advantages and disadvantages in terms of retaining nutrients. Some methods, however, are better than others. For example, pressure steamers and pressure cookers use moist heat and a high cooking temperature but cook very quickly, thus balancing temperature with time. Pressure steaming, steaming, stir-frying, microwave cooking, baking, broiling, grilling or panbroiling, and braising cooking methods retain food's texture, flavor, and color. At the same time, these methods are usually better than other methods for retaining most of the food's nutritive values, if performed correctly.

When **steaming**, food is placed in a pan that is held above boiling water. Steaming does not pull as many nutrients out of food as cooking in liquid does, because the food is not in water. Steam cooking also is fast. However, it causes moisture to condense onto vegetables. Nutrients in the vegetables may dissolve into the moisture and become lost when the moisture drips off the vegetables. If steam cooking, the cook must watch the steaming vegetables carefully so that they do not overcook. Steam cooking usually results in less nutrient loss than other cooking methods unless the food becomes overcooked.

Stir-frying is a method of cooking food quickly in a small amount of oil. Stir-frying is done with a **wok** which is a round metal pan that stands over heat. Food should be cooked until tender and not overdone. **Microwave cooking** is done in a microwave oven which cooks with microwave energy. Fresh and frozen vegetables retain more nutrients when they are cooked in microwave ovens.



Baking is a cooking method which uses dry heat to cook food. No water is used, and the food is left uncovered as it cooks. **Broiling** is cooking with heat from hot coals, a gas flame, or an electric element. Some nutrients will drip away from meat that is broiled. Fat also drips away. There is also danger of overcooking.

Grilling or **panbroiling** is done by placing food on a solid surface such as a grill or in a hot pan over heat. **Braising** is cooking food in its own juices or with a small amount of added liquid. Braising requires use of low heat, but a long cooking time. Again, nutrients could be lost because of the length of cooking time, but the use of low heat helps to minimize losses. Baking eliminates the chance of vitamins and minerals from dissolving out of the food. However, it requires long cooking times and high temperatures.

Other cooking methods may not be as good for retaining nutrients. **Boiling** is a fast method of cooking, but it uses high temperatures. Also, boiling breaks up vegetables and causes nutrients to dissolve into the water or cooking solution. To minimize cooking time and the length of exposure to high temperatures, the cook should boil the water before adding vegetables.

Cutting vegetables in small pieces shortens cooking time, but exposes more surfaces to the cooking solution. Therefore, more nutrients can dissolve in the solution than if vegetables were cut in larger pieces.

Foods should not be overcooked or kept for long periods of time on steam tables. They should be cooked in small portions as close to serving time as possible. If they have to be cooked ahead, they should be undercooked, chilled rapidly, and then reheated right before serving time. Keeping food for many hours at serving temperature can negatively affect food quality and nutrient retention.

RETENTION OF PROTEINS

Cooking affects the digestibility of protein. Dry, high heat or long cooking periods cause protein to coagulate or harden. For this reason, protein foods should be cooked at low temperatures until done. By cooking at low heat, protein does not harden and is easier to digest.

Broiling or cooking with dry heat causes juices to drip from the meat. These juices may contain nutrients that are lost when they drip from the meat. With the dry heat method there is also danger of overcooking. Animal proteins are sensitive to heat. When they are broiled or cooked on outdoor grills, they can overcook quickly. If foods are overcooked, their nutritional value has been lost since they cannot be eaten.



RETENTION OF CARBOHYDRATES AND FATS

When carbohydrate foods are cooked, sugars dissolve in water while starches mix and thicken water. Water used to cook fruits and vegetables should be saved and used in some way for consumption, not poured down a drain or destroyed. Many nutrients may be cooked out of the fruits or vegetables into the water or cooking solution. By saving the solution and using it in soups, sauces, and gravies or with reheating leftovers, nutrients may be preserved and consumed. If not saved, the nutrients will be lost.



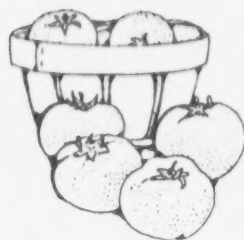
Many fruits and vegetables that contain carbohydrates can be eaten raw. When fruits and vegetables are prepared to be eaten raw, the fruits and vegetables should be refrigerated and covered until serving time. Raw fruits and vegetables should be served fresh and crisp. Wilted or dried vegetables lose their nutrients and flavor.

Fats cooked at high temperatures will smoke, giving food an unpleasant taste and making it harder to digest. Other than cooking it at high temperatures, cooking has little effect on fat's nutritional value. When meat is broiled or cooked with dry heat, fat drips away from the meat. This results in fewer calories. People on low-fat diets may choose this method to cook meat.

RETENTION OF VITAMINS AND MINERALS

Fat-soluble vitamins do not dissolve in water and are not destroyed by heat. Therefore, they are not easily lost by various cooking methods. Vitamins E and K can be destroyed by light, and vitamins A, E, and K also can be destroyed by oxidation. **Oxidation** is the combination and reaction of a substance with oxygen.

Water-soluble vitamins, however, are different. They easily dissolve in water or liquids and can be destroyed by heat, alkaline or acid mediums, and sometimes light. They are easily lost during storage and food preparation. For nutrient retention, prepare, cook, and serve foods as quickly as possible.



Foods containing vitamin C should never be soaked in water due to potential vitamin loss. They should be washed quickly and thoroughly with cold water before being prepared for cooking. Foods containing vitamin C should be prepared, cooked, and served very quickly. They should be cut in the largest pieces possible in order to reduce the amount of surfaces exposed to water or liquid and should be cooked in as little water as possible to reduce vitamin loss. The foods should be cooked only until they are done. The water used in cooking should be saved for use in sauces, soups, gravies, and with reheating leftovers to retain the lost nutrients. Meat juices can be used in gravies. Some restaurants use soda to enhance the appearance of vegetables; however, soda destroys water-soluble vitamins when added to green vegetables.

Heat destruction is a reaction that occurs when a heat-sensitive nutrient is exposed to too much heat and loses its nutritional value. Heat causes the following nutrients to lose their quality: riboflavin, vitamin B-12, thiamine, folic acid, pyridoxine, and vitamin C. To prevent as much heat destruction as possible, cooking times should be reduced and food should be cooked only until it is tender and done. Pressure cookers use high temperatures but reduce cooking times significantly.

Oxidation destroys vitamins A, C, E, and K; carotene; thiamine; biotin; pyridoxine; and folic acid. To prevent or reduce oxidation, do the following:

- cut food in large pieces so less inner surface area is exposed
- have cooking solution already hot before adding food so that oxidation may be stopped quickly

- slow enzyme activity by keeping food refrigerated or frozen
- deactivate enzyme activity by adding an acidic ingredient
- do not prepare foods too far ahead of cooking or serving times
- do not buy wilted fruits or vegetables
- keep foods fresh and crisp with proper storage

Many B vitamins and vitamins A, E, and K can be destroyed by light. **Light destruction** is a reaction that occurs when a light-sensitive nutrient is exposed to too much light and the result is nutrient loss. To prevent light destruction, opaque containers or cartons should be used for storage. Alkaline and acid can destroy folic acid, ascorbic acid (vitamin C), and thiamine.

The skins or the tissue under the skins of fruits and vegetables generally contain a larger amount of vitamins than other areas. In vegetables, the leafy parts contain more vitamins than the rest of the plant. In potatoes, carrots, and other tubers, the peelings contain more vitamins than the flesh.

Vegetables should be cooked in covered containers to reduce the loss of vitamin C.

Minerals also are water-soluble and are easily lost in cooking solutions. To prevent loss of minerals, do not soak vegetables when preparing them for a meal. If it is necessary that the vegetables be cooked in water, only a minimal amount of water should be used. The solution or water used to cook the minerals should be used again in soups, sauces, gravies, or with reheating leftovers so that nutrients will not be lost.

Points to Remember

- Food-borne organisms include viruses, parasites, bacteria, or toxins produced by bacteria that are found in foods or on equipment used to prepare foods. People who consume foods contaminated with food-borne organisms usually become sick.
- Food-borne organisms grow when the temperature of a food item is between 45°F and 140°F. These are the danger zone temperatures.
- Trichinosis is characterized by intestinal disorders, fever, muscular swelling, pain, and insomnia. It comes from poorly cooked pork products infected with parasitic worms.
- Pork should always be cooked thoroughly to an internal temperature of at least 150°F to kill the parasites and to protect against the possibility of illness.
- Botulism can be fatal and usually occurs as a result of eating improperly canned foods.
- *Clostridium perfringens* cause abdominal pain and diarrhea. These bacteria are found in soil and insufficiently cooked meat allowed to cool slowly and then served the next day.
- To prevent food-borne organisms' growth, hot foods must be iced down to make them cool rapidly. This reduces the time the food is in the danger zone temperatures to a few minutes instead of hours.
- Every food item stored in the refrigerator/cooler or freezer must be wrapped in plastic, labeled, and dated to give employees an idea of its shelf life.
- Stock must be rotated so that the older items are used before newer foods are used.
- Fish must be stored on ice on a perforated upper pan with a solid pan underneath. Fish should never be stored in melted ice water because the potential of food-borne organisms to grow and the breakdown of flesh tissue increases.
- Nutrient retention is the act of keeping nutrients in the foods from which they originate.
- Nutrient loss can be caused by the following:
 - high temperatures
 - long cooking times
 - water-soluble nutrients dissolving out of food
 - alkalies and acids
 - plant enzymes
 - oxidation
- Nutrient loss cannot be avoided. It will occur to cooked foods. However, it can be minimized by not allowing several causes to occur at the same time.
- Pressure cooking or steaming requires a high temperature but reduces cooking time. Cooking time for pressure cooking is shorter than other cooking methods with high temperatures; fewer nutrients are lost comparatively.
- Pressure steaming, steaming, stir-frying, microwave cooking, baking, broiling, grilling or panbroiling, and braising are cooking methods that retain the texture, flavor, and color of food. At the same time, these methods are usually better than other methods for retaining most of the food's nutritional values.

- Water-soluble nutrients (vitamin C, B vitamins, and minerals) dissolve into cooking solutions and are lost during food preparation and storage. Fat-soluble nutrients are not as easily lost.
- To retain water-soluble nutrients:
 - avoid soaking foods
 - if soaking is necessary, use the same liquid to cook the food
 - do not throw away juices from the food (about one-third of the nutrients of canned food is in the food's juices)
 - use the juices or cooking solution for reheating the food or for soups, stocks, sauces, and gravies
 - use as little water as possible by using cooking methods that require less water
 - reduce cooking times
- Cooking times can be reduced by covering the pan to hold in heat; heat the cooking solution or cooking surface before cooking the food. Vegetables should be cooked only until they are tender and crisp, and meat should be cooked until done. Use a pressure cooker or pressure steamer to cook foods more quickly.
- Stir-frying is a method of cooking food quickly in a small amount of oil.
- Baking is a cooking method which uses dry heat to cook food. No water is used, and the food is left uncovered as it cooks.
- Broiling is cooking with heat from hot coals, a gas flame, or an electric element. Some nutrients will drip away from meat that is broiled.
- Braising is cooking food in its own juices or with a small amount of added liquid. Braising requires use of low heat, but a long cooking time.
- Dry, high heat or long cooking periods cause protein to coagulate or harden. Protein foods should be cooked at low temperatures until done.
- Carbohydrate sugars dissolve in water while carbohydrate starches mix and thicken with water. Water used to cook carbohydrate foods should be saved for use in soups, sauces, gravies, or with reheating leftovers.
- Fat cooked at high temperatures will smoke, giving food an unpleasant taste and making it harder to digest.
- Fat-soluble vitamins (A, D, E, and K) do not dissolve in water and are not destroyed by heat. They are not easily lost by various cooking methods. They can, however, be lost by light or oxidation.
- Water-soluble vitamins (vitamin C and the B vitamins) easily dissolve in water or liquids and can be destroyed by heat, alkaline or acid mediums, and sometimes light. They are easily lost during storage and food preparation.
- Heat destruction is the reaction that occurs when a heat-sensitive nutrient is exposed to too much heat and as a result it loses its nutritional value.
- To prevent or reduce oxidation, do the following:
 - cut food in large pieces so less inner surface area is exposed
 - have cooking solution already hot before adding food to quickly stop oxidation
 - slow enzyme activity by keeping food refrigerated or frozen
 - deactivate enzyme activity by adding an acidic ingredient
 - do not prepare foods too far ahead of cooking or serving times

Words to Know

- do not buy wilted fruits or vegetables
- keep foods fresh and crisp with proper storage
- Light destruction occurs when a light-sensitive nutrient is exposed to too much light and nutrients are lost. To prevent light destruction, opaque containers or cartons should be used for storage.
- Vegetables should be cooked in a covered container to reduce the loss of vitamin C.
- Soda or other alkalies should not be used to enhance color as they make the vegetable mushy and lose nutrients.
- Cutting vegetables in small pieces shortens cooking time but exposes more surfaces to the cooking solution. Therefore, more nutrients can dissolve in the solution than if vegetables were cut in larger pieces.
- Keeping food for many hours at serving temperatures can negatively affect food quality and nutrient retention.

baking
boiling
botulism
braising
broiling
clostridium perfringens
cooler
danger zone temperatures
food-borne organisms
grilling
heat destruction

light destruction
microwave cooking
nutrient retention
oxidation
panbroiling
steaming
stir-frying
toxins
trichinosis
wok

Questions for Review

1. What causes nutrient loss?
2. How can each cause be prevented or the loss reduced?
3. How can water-soluble nutrients be retained?
4. How should foods be prepared and served for best retention of protein?
5. How should foods be prepared and served for best retention of carbohydrates?
6. How should foods be prepared and served for best retention of fats?
7. How should foods be prepared and served for best retention of vitamins?
8. How should foods be prepared and served for best retention of minerals?

24

Housekeeping Procedures and Sanitation Standards

ESSENTIAL ELEMENT

- Demonstrate appropriate housekeeping procedures and sanitation standards.(v5C)

OBJECTIVES TO ACHIEVE

- Identify food-borne illnesses that result from poor sanitation.
- Summarize correct housekeeping procedures and sanitation standards.
- Follow personal sanitation procedures.
- Demonstrate correct dishwashing procedures.
- Describe correct methods for cleaning equipment, maintaining facility sanitation standards, and controlling pests.

Housekeeping and sanitation are important to food and beverage operations. If food and beverages are not prepared within sanitary conditions, many people can become ill from consuming contaminated food. Food and beverage operations also could be held liable for the illnesses and forced out of business.

FOOD-BORNE ILLNESSES

Food-borne illnesses are illnesses caused by food-borne organisms that are found in foods or on equipment used to prepare foods. These illnesses result from poor sanitation standards in food operations. Employers are responsible for developing and enforcing proper sanitation procedures in food and beverage operations. People who consume foods that are contaminated with food-borne organisms usually become sick.

Organisms that cause diseases are called pathogens. Bacteria pathogens can grow and spread to other areas. *Bacteria* are tiny one-celled microorganisms that can only be seen with a microscope. If food spoilage is noticeably present, pathogens probably are present as well. To prevent food from being exposed to pathogens, proper employee hygiene and sanitation standards are required.

Bacteria and viruses are transported by hands, coughs, sneezes, air, water, utensils, foods, insects, and rodents. To protect food from being contaminated by these organisms, employees of food operations must keep them from spreading and growing. Employees should do this by not allowing contaminated objects to touch food and not exposing food to air excessively. Employees should also prevent growth and spreading of the organisms by maintaining sanitation standards. This helps eliminate conditions that allow or aid bacterial and viral growth.

Food-borne organisms cannot grow as easily in temperatures below 45°F or above 140°F. Maintaining temperatures of at least 170°F for thirty seconds kills most food-borne organisms. The higher the temperature, the shorter the exposure time required. Employees can kill bacteria and viruses on equipment by exposing them to **bleach solutions** which are mixtures of chlorine bleach and water. Disinfectants also kill food-borne organisms.

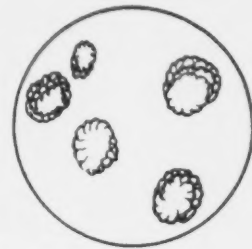
Food-borne illnesses resulting from poor sanitation in food operations include staphylococcus aureus, salmonella, streptococcal infection, and infectious hepatitis. See Chapter 23 for additional information concerning food-borne illnesses.

Staphylococcus aureus, or staph, is caused by bacteria that create toxins which poison humans when consumed. People with the illness experience vomiting, diarrhea, and stomach cramps. The bacteria usually come from ill or infected persons handling food. It is most commonly found in improperly prepared dairy products, warmed-over foods, and protein foods.

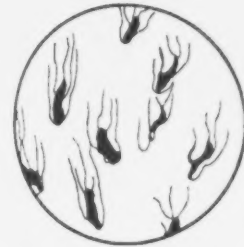
Salmonella is a food infection that comes from salmonella bacteria. People with this illness experience vomiting, diarrhea, and stomach cramps. The bacteria usually come from contaminated meat and poultry and the workers who handle these food items. Preventive measures include washing hands after handling meat and sanitizing all equipment after use.

Streptococcal infection, or strep, is characterized by fever and sore throat. The bacteria come from food that infected workers have handled, coughed on, or sneezed on. It also comes from any food contaminated without being further heated. To prevent infection, people should not handle food, and displayed food should be protected with a shield.

Infectious hepatitis is a virus passed by infected workers handling food or by eating shellfish from polluted water. Infectious hepatitis is an inflammation of the liver characterized by jaundice, fever, and other symptoms. Maintaining good hygiene and eating certified shellfish will help prevent the virus.



virus



Salmonella

HOUSEKEEPING AND SANITATION STANDARDS

All food products, cleaning products, supplies, utensils, and equipment should have a place where they can be stored. Employees using the products should be able to find them easily. When the products are not being used, they should be stored in a location out of the way. Employees should not waste time searching for items while working, but instead should be able to find them quickly. Employees being able to find items quickly should help keep labor costs down for hospitality businesses. Items stored in their proper places do not create safety hazards by blocking paths.

Many of the housekeeping and sanitation standards enforced in food operations are dictated by state and local governments through health departments. Health department requirements dictate procedures food operation employees must follow on the job.

For example, the health department requires that a food operation's stored items be kept a minimum number of inches off the floor, such as six inches. This requirement makes the mopping and sweeping of floors easier without disturbing the supplies. It also keeps floor debris from destroying the quality of stored food items and reduces the amount of debris that can cause insect and rodent problems.

The health department also regulates ways chemicals and cleaning supplies are stored. They must be stored in areas away from food supplies. This prevents the chemicals from contaminating food supplies. It also prevents the food operation from unknowingly preparing and serving food products contaminated by chemicals.

Every department in a food operation should have a cleaning schedule with cleaning duties assigned to each employee. If customers see dust and dirt in the restaurant, they will question whether or not the kitchen is clean. Customers may not patronize unclean food and beverage operations. Employees of food and beverage operations must be observant and continually practice good sanitation, storage, and handling procedures so they can please customers and pass health department inspections. Inspectors usually arrive unannounced. By maintaining sanitation and housekeeping standards all the time, food and beverage operations have better chances of passing health department inspections. High standards should always be maintained. Health department inspections include the following:

- checking that the food and beverage operation is free of debris and unused equipment
- making sure unused equipment is stored in a warehouse or some place away from the kitchen and serving areas (Unused equipment gets dirty over time and may eventually house breeding nests of pests and rodents if not used and cleaned daily.)
- ensuring that the movement and traffic in a room is not obstructed
- verifying that insect and rodent problems are controlled

Most food operations stress to employees the importance of general upkeep throughout the day each day. By cleaning up as they go through their duties, employees help keep the food operation clean; neat; and free of safety hazards, rodents, and pests. In clean food operations, customers will not fear for their health.

Food operation employees sweep and mop floors several times each day. During rush hours they may spot clean specific areas where spills have occurred. At opening and closing times and between rush periods, employees should thoroughly sweep and mop floors.

To help maintain clean floors, employees should be urged to be careful and to avoid dropping things on floors. Drops and spills usually occur anyway, but the requests help employees to be more careful. Spills should be cleaned up immediately after they occur. Spills are safety and health hazards. Someone could get hurt if spills are not immediately and thoroughly cleaned up.



PERSONAL SANITATION PROCEDURES

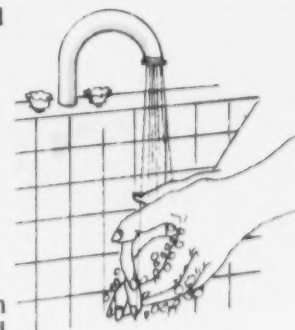
Food operation employees should be expected to practice good hygiene at all times, especially before and during work hours. Employees must have bathed; have clean, well-groomed hair; have fresh breath; have a neat appearance; and must wear clean, neat uniforms. If employees have any cuts or open wounds, they must have them bandaged. Wounds on fingers should be bandaged to protect the fingers and to prevent bodily fluids or scabs from getting into food products. Employees may need to wear protective gloves when working with

foods or equipment. In some cases, employees with cuts or wounds on their hands may be temporarily assigned duties that do not include food handling until the wounds heal.

The most important aspect of personal sanitation is hand washing. Food operation employees must wash their hands at the following times:

- before starting work
- after visiting the restroom
- after handling one type of food and before handling another type of food
- after handling money
- after touching the face, mouth, or hair
- after covering the face when sneezing and coughing
- after sweeping and mopping floors
- after cleaning equipment, counter tops, tables, and equipment
- after smoking

Employees' hands touch money, dirt, debris, food products, dirty dishes, clean dishes, and much more. Employees' hands must be clean when handling food and dishes.



The bacteria and viruses hands come in contact with can cause illnesses. Communicable diseases are illnesses that can be easily transmitted from one person to another. Employees have to decide the severity of their illness when deciding whether they should stay home from work or take the chance of making customers and other employees ill by going to work. Managers should excuse a sick employee from work rather than take the chance of infecting other people. Managers should know that customers do not want to be served by someone who is coughing and sneezing.

Customers do not want to be served by employees with body odor, a lot of jewelry, long fingernails, or no hosiery or socks. These items trap bacteria and are unpleasant, unappealing, and unprofessional.

Employees should not smoke near work areas. They should only smoke in break areas. While smoking, people have their hands close to their mouths. Most of the time, the fingers touch the mouth and the germs are transmitted from the mouth to the hands. Other forms of tobacco use usually are not allowed at food operations. Smoking near food preparation areas can allow ashes or cigarette butts to drop into food, spread bacteria, and ruin the food. The Surgeon General of the United States warns that smoking is hazardous to health. In addition, many customers and employees find the smoke offensive for the following reasons:

- Smoke quickly pollutes the fresh air they breathe.
- Smoke makes them sick.
- Passive smoke is harmful to their health.

Other personal habits that should be avoided by food and beverage operation employees include biting fingernails or adjusting contact lenses. However, problems with contact lenses cannot always be avoided. After biting their fingernails or adjusting contact lenses, employees should thoroughly wash their hands before continuing with work.

Hair is another important personal sanitation matter. Employees' hair should be clean and restrained in some way at all times. A person cannot prevent his or her hair from falling out, so it is likely to get into food at some time. It may happen while the food is being packaged, cooked, served, or eaten. In the past, food operations' workers were required to wear hairnets. Today, hair must be kept behind the shoulders or tied back away from the face. Keeping hair away from the face prevents it from falling into food.



Closed-toed shoes also are required by food operations to protect employees' feet from spilled hot foods, dropped utensils, broken glass, and other hazards.

Closed-toed shoes also appear more sanitary than open-toed shoes, sandals, or bare feet.

If a food and beverage operation does not address personal sanitation requirements, they are at the mercy of the people they employ. A variety of people will have a variety of hygiene standards. Food and beverage operations must have detailed standards that are followed.

DISHWASHING PROCEDURES

Dishwashing procedures begin when dishes are removed from tables. All cloth napkins should be removed and placed in hampers. Paper goods should be removed from the dishes and placed in trash cans. These items should never be placed in *bus tubs*, which are containers for carrying dirty dishes from tables to the room where they are to be washed.

The bussing of tables varies with the level of service offered in food and beverage operations. In some operations, a busperson may bring an empty bus tub to a table after customers have gone. In this case, the busperson stacks dishes in the bus tub in an organized manner, then takes it to the kitchen or the room where the dishes will be washed. Silverware and glassware should be placed in a separate bus tub, or silverware may be placed in a separate container. When possible, dishes should be stacked in the tub according to size, so as many dishes as possible can be placed in the tub in an organized manner. These suggestions also make unloading tubs easier and quicker. The busperson then scrapes or shakes food off of the dirty dishes and into a trash can before placing the dishes on a dish rack. Dishes should get to the dishwashing machine as soon as possible before food becomes dried on the dishes and silverware. Most of the food should be off the dishes by the time the dishes are placed in the dishwasher. Once food dries on the dishes and silverware, it becomes more difficult to remove. Silverware should be placed in a bus tub or container filled with a detergent and water presoak solution to soak for a period of time before being washed.

In other food and beverage operations, servers may clear dishes from tables as customers finish eating. When servers remove dishes from tables, they may place dishes on their trays or they may carry the dishes with their hands. The server may take the dishes to a side table, a service area, or the kitchen; quickly scrape or shake off food into a trash can; and place the dishes in a bus tub full of water and detergent where they can soak until another employee is ready to wash the dishes or load them into a dishwasher. Or, the server may place the dishes on a dish rack.

Still other variations may occur in different food and beverage operations. In food operations with automatic dishwashers, the person responsible for dishwashing places dirty dishes into the dish rack or spray stand. Next, he or she rinses the dishes by spraying them with water or a detergent solution to remove excess food particles before they are put into the dishwasher. Prerinsing dishes helps keep dishwashing water clean and allows chemicals to clean better.

When dishes are washed by machine, three washing temperatures are needed. The temperature for the prerinsing water should be about 120°F. This water temperature removes coarse soil, melts fats, but does not cook food onto surfaces. The temperature for cleansing action or washing water should be 140°F. The rinsing or sanitizing temperature should be 180°F for thirty seconds. Most bacteria are killed at 170°F if held for thirty seconds or longer. Temperatures above 180°F cause water to vaporize and to interfere with proper rinsing action.

In automatic dishwashers, detergent chemicals perform most of the cleaning and sanitizing work to clean dishes. The heated water also helps clean and

sanitize. Chlorine and another chemical are emitted during the rinse cycle to sanitize or kill bacteria and reduce water spots. The department of health requires a specific pH level in the *chlorine bleach solution*. During inspections, the health department tests the chlorine content of the sanitizer in the rinse cycle to make sure the dishes are being sanitized.

Filters prevent food particles from clogging the drain, the spray systems, and the machine's mechanisms. Dishwasher filters also help keep water clean for the second wash cycle. Dishes go through a prerinsing cycle, a wash cycle, and a final rinsing cycle. The final rinse cycle contains the chlorine additive in the rinse water for sanitizing dishes. This cycle's rinse water may be recycled for use as the water in the next wash cycle.

After dishes have been washed, they should be inspected for spots and food grime that may not have washed away. Silverware should be washed twice. The first time it should be washed on a flat rack with the silverware lying on the rack. The second time the silverware should be washed while upright. The parts that come in contact with people's mouths should be exposed more directly with the wash and rinse water.

Dishes are no longer washed by hand in most food operations, with the exception of pots and pans. Food operations that continue to use hand dishwashing methods use a sink with three tubs. The first tub is for washing dishes with detergent and water. The water temperature should be from 120°F to 160°F. The second tub is for rinsing dishes with hotter water, which may be sprayed on with a trigger sprayer for thirty seconds. The third tub is for sanitizing dishes with water that is 170°F or with water that is 160°F with a sanitizing agent such as chlorine bleach added. The dishes should be sanitized for at least thirty seconds. The dishes should be washed, rinsed, and sanitized in the sink and then left to air dry. *Air drying* is the drying of dishes, silverware, or utensils by allowing air to circulate around the dishes. Air drying is more sanitary than towel drying because towels could have bacteria on them, which could contaminate the dishes. Dishes, silverware, and utensils should be placed upright to allow water to drain off them. They also should be spaced apart from other dishes so air can circulate and dry them. Air drying involves less labor and less cost than towel drying.

METHODS FOR CLEANING EQUIPMENT, MAINTAINING FACILITY STANDARDS, AND CONTROLLING PESTS

Food operations should require employees to clean equipment after each use with a chlorine bleach or sanitizer and water solution that will kill bacteria, viruses, and food-borne organisms. Cleaning after each use prevents food from drying and becoming difficult to remove from the equipment. Cleaning also prevents food-borne organisms from growing and contaminating other food items for which the equipment was used. Employees should use a towel soaked or dipped in bleach solution to wipe off the sides and surfaces of equipment.

The bleach solution food and beverage operations use requires a minimum ratio of chlorine to water. The business also must use the same type solution for sanitizing cleaning cloths. The cloths may be used to clean and sanitize tables, chairs, and the physical structure.

Although equipment should be cleaned after each use, it also should be placed on a thorough cleaning schedule. Kitchen employees should be concerned about grease buildup in vent hoods. These must be cleaned daily because they can cause grease fires. Oven interiors should be cleaned once each week with commercial oven cleaners. After food is removed, employees should wipe the entire surface with a towel treated with bleach solution.

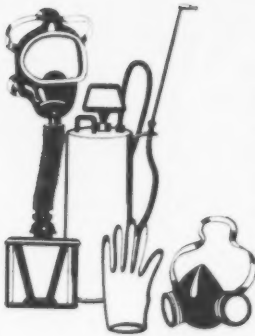
Other cooking areas and surfaces become greasy because of the grease, fat, and oils used in the cooking process. A *degreaser*, a chemical used to break down and remove grease, should be used on cooking equipment and counter top surfaces. Afterward, employees should wipe surfaces using a towel treated with bleach.

Floors of refrigeration and freezing equipment must be mopped daily. Racks should be cleaned at least once each month.

Kitchen floors should be cleaned during the late night shift after the kitchen is closed. The floors should be scrubbed with a cleaning solution and a high pressure hose may be used to spray rinse water on the floors. Water from the pressure hose helps clean and remove grout from floors.

During inspections, health departments look for standing water. In some areas, restaurants have drain problems because they are located on flat land. During rainfalls, sewers fill with rainwater causing drains to back up.

When drains back up, grease in the drains also backs up. A cable may be placed in the drain to force the water through the sewer. Enzymes may be poured into drain lines to break up grease in the lines. After drains are clear, the floors and other items touched by the backed up drainage must be thoroughly cleaned and sanitized.



Hotels and food and beverage operations should have contracts with pest control companies to help control insects and rodents. As often as once a week at many businesses, a pest control company representative may spray pesticide in particular parts of the buildings. Foundations should be sprayed because bugs move from the bottom of the foundation upward into the buildings' interiors. Exterior walls and hotel chaseways also should be sprayed. Rodent traps should be set at all times. Traps should be set where rodents are seen. If the businesses—especially food and beverage operations—do not have a pest control program, they could have pest problems that could quickly get out of control. Rodents and other pests could carry harmful diseases which could contaminate food products. To protect customers and employees, food operations should make pest control a priority.

Points to Remember

- If food and beverages are not prepared in sanitary conditions, many people can become ill from food-borne illnesses or communicable diseases.
- Bacteria are tiny one-celled microorganisms that can only be seen with a microscope. Some of these bacteria can spoil food and make people sick.
- Bacteria and viruses can be transported by hands, coughs, sneezes, air, water, utensils, foods, insects, and rodents.
- Bacteria can be killed when exposed to heat above 170°F for thirty seconds or by disinfectant chemicals such as bleach.
- Food-borne illnesses caused by poor sanitation include salmonella, staphylococcus aureus, streptococcal infection, and infectious hepatitis.
- Staphylococcus aureus and salmonella victims experience vomiting, diarrhea, and stomach cramps.
- Staph is transmitted by ill workers preparing or serving food. Salmonella usually comes from contaminated meat and poultry and the workers who handle these food items. Preventive measures include washing hands after handling meat and sanitizing all equipment after use.
- Streptococcal infections are characterized by fever and sore throat. The bacteria come from infected workers who handle, cough, or sneeze on any food or from food contaminated without being further heated.
- Infectious hepatitis is a virus passed by infected workers handling food or by eating shellfish from polluted water. It is an inflammation of the liver characterized by jaundice, fever, and other symptoms.
- The health department regulates how chemicals and cleaning supplies are stored and requires that items be kept a minimum number of inches off the floor.
- Every department in a food operation should have a cleaning schedule with cleaning duties assigned to each employee.
- Health department inspections include the following: checking that the business is free of debris and unused equipment; making sure unused equipment is stored away from the kitchen and serving areas; ensuring that movement and traffic in a room is not obstructed; and verifying that insects and rodent problems are controlled.
- By cleaning up as they complete their duties, employees help keep the food operation clean; neat; and free of safety hazards, rodents, and pests.
- Food operation employees are expected to practice good hygiene at all times, especially before and during work hours.
- Employees' hands touch money, dirt, debris, food products, dirty dishes, clean dishes, and much more. Employees' hands must be clean when handling food and dishes.
- Hair must be kept away from the face to prevent it from falling into food.
- Food operations require employees to wear closed-toed shoes to protect their feet from spilled hot foods, dropped utensils, broken glass, and other hazards.
- Dishes should be placed in the dishwashing machine as soon as possible

before food becomes dried on the dishes and silverware. Once dried, it becomes more difficult to remove.

- Silverware should be placed in a container filled with a presoak solution to soak for a period of time before washing.
- Preinsing dishes helps keep dishwashing water clean and allows chemicals to clean dishes better.
- When dishes are washed by machine, three washing temperatures are needed. The temperature for the preinsing water should be about 120°F. This removes coarse soil, melts fats, but does not cook food onto surfaces. The temperature for cleansing action or washing water should be 140°F. The rinsing or sanitizing temperature should be 180°F for thirty seconds. Most bacteria are killed at 170°F if exposed for thirty seconds or longer.
- During inspections, the health department tests the chlorine content of the sanitizer in the wash water to make sure dishes are being sanitized.
- After dishes are washed, they should be inspected for spots and food grime that may not have washed away.
- Silverware must be washed twice.
- Food operations that hand wash dishes use a sink with three tubs for washing, rinsing, and sanitizing.
- Air drying is more sanitary than towel drying.
- Food preparation surfaces should be wiped with a towel treated with a bleach and water solution to kill germs.
- Dried food spills are difficult to remove, contain bacteria, and contaminate food preparation surfaces.
- Kitchen floors should be cleaned during the late night shift after the kitchen is closed. The floors should be scrubbed with a cleaning solution and a high pressure hose may be used to spray rinse water on the floors.
- During inspections, health departments look for standing water. In some areas, restaurants have drain problems because they are located on flat land.
- Hotels and food and beverage operations should have contracts with pest control companies to help control insects and rodents.
- Foundations, chaseways, and exterior walls should be sprayed as a part of effective pest control measures because insects and rodents move from outside or under the ground's surface to the bottom of the foundations and upward into the buildings' interiors.

Words to Know

air drying
bacteria
bleach solutions
bus tubs
degreaser
infectious hepatitis
salmonella
staphylococcus aureus
streptococcal infection

**Questions
for Review**

1. Why are housekeeping and sanitation standards important?
2. What is personal sanitation? Why is it important to food and beverage employees?
3. How do dishwashing procedures sanitize dishes? Why is it important to sanitize dishes?
4. How are kitchen, beverage, and restaurant equipment and facilities kept sanitary and safe from bacteria and food-borne organisms? Why is this important?
5. What methods should food and beverage employees use to ensure good sanitation?
6. How are pests controlled? Why is pest control important?

25

Choice of Food Service Equipment

ESSENTIAL ELEMENT

- Use appropriate large and small food service equipment for prescribed task.(v5D)

OBJECTIVES TO ACHIEVE

- Identify food service utensils and equipment.
- Determine which equipment is appropriate for various food preparation tasks.

Utensils and equipment are used by employees of food operations for food preparation. **Utensils** are small hand tools that are used to stir, cut, mix, serve, and hold food and beverages during preparation. **Equipment** are large items that are used to receive, store, measure, mix, cut, knead, cook, bake, hold, and chill foods and beverages and to clean the food operation.

A kitchen's layout and equipment selection is determined at the time the food operation's building is designed or remodeled. Separate work areas, utensils, and equipment should be provided for each type of food preparation the kitchen performs, such as fine dining, casual dining, baking, or catering. Separate work areas within the kitchen keep employees from getting into each others' way and prevent them from needing to use the same equipment at the same time. This could greatly affect work production. Banquet kitchens need larger amounts of range space than restaurant kitchens since larger volumes of food are cooked for banquet customers. The equipment must accommodate the average number of banquet guests served.

UTENSILS

Most kitchen utensils used in food operations are like those people use at home, except some may be larger. Examples include whips; spatulas; solid, slotted, and perforated spoons; pie servers; tongs; pots; skillets; and sauté pans. In addition, food operations have other utensils that are used for special purposes that are not generally found in home kitchens. These utensils include hotel pans and bain-marie saucepans for serving; China cap strainers for straining sauces; and pastry bags, blenders, brushes, and wheels for making pastries.

Several types of utensils are used by food and beverage operation employees. Each utensil is used for a specific purpose and is important to the preparation and completion of good quality foods and beverages. Employees of food and beverage operations use measuring utensils, small and large utensils, cooking utensils, and serving utensils.

Measuring Utensils

Measuring ingredients in exact amounts during food preparation is important for controlling food costs and food quality. Dry and liquid measuring cups, measuring spoons, ladles, scoops, and food scales are used for measuring ingredients.

Measuring cups and spoons should be used to measure ingredients that are specified in standardized recipes. A set of **dry measuring cups** is available in increments of one-fourth cup, one-third cup, one-half cup, and one cup. **Liquid measuring cups** have a pouring spout and are used to measure cups and ounces and may indicate metric measurements. They are available in one cup, one pint, one quart, two quart, and gallon sizes. Horizontal lines on the outsides of the measuring cups indicate various increments of measurements. For accurate measures, ingredients should be leveled across the top of dry measuring cups. Some mixing bowls that have horizontal lines on the sides indicate measurements and may be used for measuring. **Measuring spoons** are used to measure small amounts of liquid or dry ingredients in teaspoons, fractions of teaspoons, and tablespoons.

Food operations also use scoops and ladles for measuring and portioning. **Scoops** are usually made of metal and have a specific capacity. They come in several standard sizes for portioning soft, solid foods like ice cream and mashed potatoes. Scoops are usually marked with numbers that represent cup measurements and fluid ounce measurements.

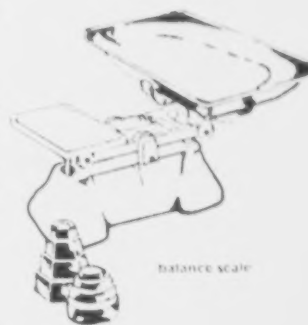
Ladles are metal bowls or cups attached to long handles that are used to measure and portion liquids. The number of ounces or cups a ladle will hold is usually indicated on the handle. They also are used to transfer foods from one container to another, such as for transferring or serving soups, gravies, and sauces.

Many standardized recipes indicate amounts of ingredients by weight when the recipe is for large volumes of food. An accurate food scale is important for measuring the correct amount of needed ingredients. **Portion scales** measure ingredients and help portion products. Bakers use a **balance scale**, which has a pan to hold the ingredients to be measured on one side and a platform for weights on the other side. The scale balances when both sides weigh the same. Bakers seldom use volume measurements; instead, they measure almost all ingredients by weight to gain better product consistency.

Thermometers measure the temperatures of fat, candy, and meat. Thermometers that can be read instantly give temperature readings a few seconds after being inserted into food. Other thermometers may be used to test the accuracy of thermostats on food operation equipment so the temperature can be adjusted as needed. This type of thermometer can be used to test equipment such as ovens, coolers, and freezers.

Small Utensils

Many small utensils are used by food and beverage operations. These utensils include knives, peelers, graters, spoons, whips, brushes, and others. Several types of knives are used in food and beverage operations. Figure 25.1 illustrates some of the common knives used.



French knives have wide, curved blades that taper to a point at the end and are used for chopping, mincing, dicing, and slicing food. This is the knife most used in kitchens. The most popular one has a twelve-inch blade. Most blades are made of carbon or stainless steel. While working with the knife, the cook should rest the knife's point on the cutting board, hold the point in place with one hand, and lift the knife's handle in an up and down slicing motion with the other hand. A knife with a ten to twelve-inch blade should be used to chop large or dense food items and to slice meats. Smaller blades should be used for more delicate work, such as mincing onions and garlic or cutting fruits.

Paring knives are used for trimming or cutting away rinds or skins from fruits and vegetables. They usually have two to three-inch blades.

Boning knives are used to separate raw meats from bone. They may be used to fillet fish. Boning knives have five to six-inch blades. Stiff blades should be used for heavy work; those with flexible blades should be used for lighter work.

Slicer knives are used to slice tomatoes and lettuce wedges or to cut cakes and sandwiches. They have long, narrow ten to sixteen-inch blades and should be used to slice meat with a sawing motion.

Bread knives have serrated edges (sawlike notches) on their blades, which allow the knives to cut easily through bread crusts. Bread knives slice breads and cakes better than other knives. It should be used in a sawing motion to cut bread. When used correctly, this knife does not destroy the shape of cake or bread.

The blade of a **butcher knife** is slightly curved, heavy, rigid, and has a blunt tip. The knife should be used for disjuncting bones; cutting, sectioning, and trimming raw meats; and scaling fish.

Cleavers are used to cut or split heavy bones and joints. They have heavy, wide, rectangular blades that are about seven inches long. Cleavers may be used to cut poultry into serving portions and to open lobsters.

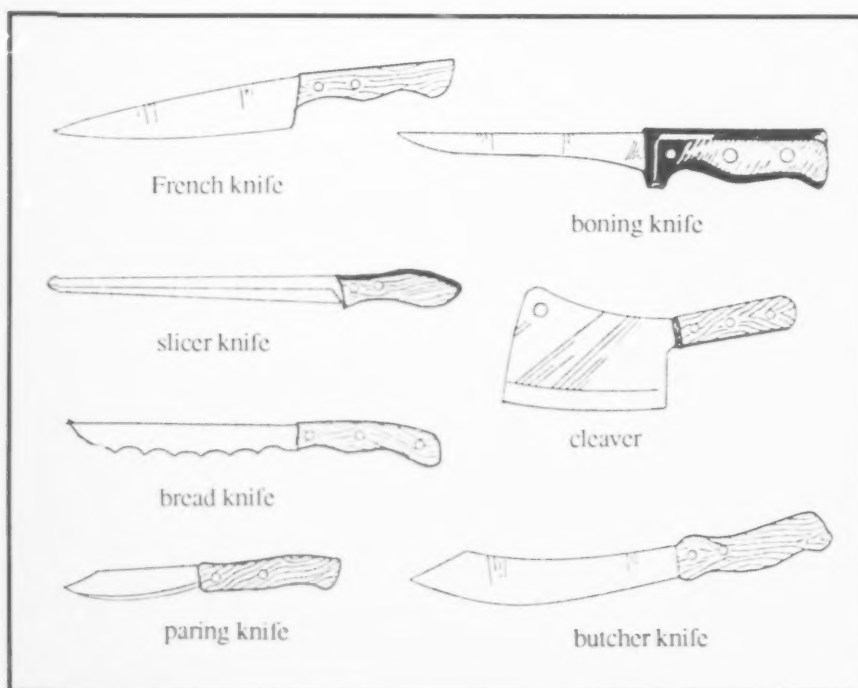


Figure 25.1

Utility knives or salad knives are narrow, pointed knives with six to eight-inch blades. They are used to prepare salad ingredients and fruit and to carve roasted poultry.

Steak knives have curved, pointed blades and are used to cut steak. **Oyster knives** have short, rigid blades with blunt edges for opening oysters. **Clam knives** have short, flat blades with a sharp edge for opening clams.

Sharpening steels are used to file the edges of knives to make them sharp. They are made of steel that is harder than that used to make knife blades. Steels range from twelve inches long to two inches long. Different sizes and methods of using steels should be used depending on the size and type of blade. **Carborundum stones** are very hard abrasive stones used for removing rough edges from knife blades. Knives with sharp blades are easier and safer to use than dull blades, and they require less effort to use.



Cutting boards are surfaces on which foods can be cut. They prevent counter tops and knives from being damaged during the cutting process. Hard rubber and plastic cutting boards are the most sanitary to use and the easiest to clean.

Knives should be stored in knife racks for safety purposes and to protect the blades from damage. Knife racks should be located in accessible places near food preparation areas.

Vegetable peelers have short, rounded, slotted, movable blades used for peeling or slicing thin strips of vegetables and fruits. They also can be used to remove cores from fruits and vegetables and eyes from potatoes.

Graters are used to grate, shred, slice, and serrate vegetables and cheeses. They are available boxed or flat with a variety of sizes of slots and grids. A **zester** is a small utensil used to remove the colored part of a citrus fruit peel, the zest, in thin strips.

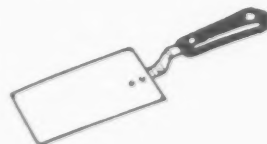
Utility shears are used to cut garnishes and trim pastries. Other specialty cutters include cheese slicers, egg slicers, butter curlers, tomato slicers, potato cutters, ball cutters, biscuit cutters, doughnut cutters, and cookie cutters. **Ball cutters** are used for cutting small balls out of melons.

Another specialty cutter is the **pastry wheel** or pizza cutter. This utensil has a rotating blade on a handle. Pastry cutting wheels can be used to carve decorative strips of pastry and pasta and trim pie crusts. Pastry wheels with various cutting edges are available to produce decorative edges on pies and pastries.

Two-pronged forks are used to lift and turn large cuts of meat and to steady meat while it is being cut. The handles on the forks must be long and strong enough to lift and turn meats.



Spatulas have flat, thin, flexible blades with dull, rounded edges and are used for leveling ingredients when measuring; removing foods from flat pans; spreading frostings, sandwich fillings, butter, and other spreads; and mixing. There are several types of spatulas. Offset spatulas are used to turn meats, pancakes, and other foods and may also be used as scrapers. Straight spatulas are used to spread frosting on cakes, level measured ingredients, mix foods, and scrape bowls. Sandwich spreaders are used to spread sandwich fillings and spreads. Rubber or plastic spatulas or scrapers should be used to scrape bowls and pans. Pie servers should be used to lift slices of pie from pie plates and to serve slices of pie on dessert plates.



Dough scrapers have stiff, large metal blades with a handle and are used to divide dough into portions and scrape remaining flour and dough from surfaces.



Tongs are used to grab a food item and lift, turn, or serve the item. Tongs are used so that hands do not touch the food. Ice tongs are used for serving ice cubes.

Large stainless steel **spoons** are used to hold, stir, mix, and serve foods. They are available solid, slotted, or perforated. Slotted and perforated spoons allow liquids to drain from the food. **Skimmers** are flat and perforated spoons or scoops used to remove foods such as French fries and doughnuts from grease. Skimmers may also be used to remove grease from the tops of gravies, stocks, and sauces. **Wooden spoons** are used to stir, cream, mix, toss, fold, and serve food. A paddle-shaped spoon has a broad, flat blade and is used to stir food in deep pots and steam kettles. The paddle-shaped spoon can be used to scrape straight sides of pans.

Whips or **whisks** are made of stainless steel wire shaped into loops and formed into a handle. They may be used to whip, mix, stir, beat, and blend such foods as liquids, eggs, creams, batters, gravies, sauces, and soups. Light, bulb-shaped wire whisks should be used with thin liquids. Heavy wire whisks should be used with heavier liquids.

Pastry blenders, sieves, pastry bags, and rolling pins are used in baking. The **pastry blender** is a hand held device with five or six U-shaped wires attached to the handle. The pastry blender should be used in a bouncing motion to cut shortening into flour mixtures. A sifter or **sieve** may be drum-shaped, bowl-shaped, or cone-shaped and may be used to sift flour, powdered sugar, and other dry ingredients. **Pastry bags** are cone-shaped bags which can be filled with icing that is squeezed through the small end of the bag through a tip to make decorations on pastries or cakes. Several tubes and tips are available to produce different shapes for decorations.



Rolling pins are made of smooth hardwoods and are used to roll out dough or crush bread crumbs or cookies.

Several types of brushes are used in kitchens. **Grease brushes** are used to remove grease from soups, stocks, and sauces. **Pastry brushes** are used to spread melted butter or thin mixtures, like egg and water, over pastries and breads. **Vegetable brushes** have stiff bristles and are used to clean vegetables and fruits. Other brushes used in the kitchen include pot brushes, which have metal bristles used for cleaning food from pots; kettle brushes, which are used for cleaning deep kettles; and oven brushes, which are used for removing crumbs from the bottom of ovens.

Large Utensils

Large utensils are used often in food and beverage operations. Large utensils used include strainers, molds, mixing bowls, and can openers.

Several types of strainers are used in kitchens, including the China cap strainer, chinois, and colander. **Strainers** are made of screen mesh or perforated metal and may be held by a handle. Strainers are used to separate solids and liquids. **China cap strainers** are large cone-shaped strainers used to strain sauces or purée foods. These strainers have long handles and hooks that allow them to rest over the top of the pot. A pointed wooden mallet may be used to force foods through the China cap strainer when puréeing the food. A **chinois** is a fine mesh cone that is used to produce smoothly strained liquid such as custards, sauces, and gravies. **Colanders** are perforated metal bowls with a pedestal base and handles for lifting. They are used for washing or draining foods, such as cooked pasta, salad greens, and fruits.

Stainless steel **mixing bowls** are bowls used for combining ingredients. **Molds** are containers of various shapes that are used to shape gelatins, desserts, and other foods that are served chilled. Molds may be made of copper, aluminum, glass, or earthenware.

A manual commercial kitchen **can opener** is a large, heavy-duty attachment that may be mounted on a workbench or wall. It has a tall, slender, adjustable shaft with an attached blade and turning handle. To operate, the user should place a can under the blade, adjust the shaft's height to fit the blade onto the can, and turn the handle which turns the blade and opens the can. Commercial can openers also are available in electric models.

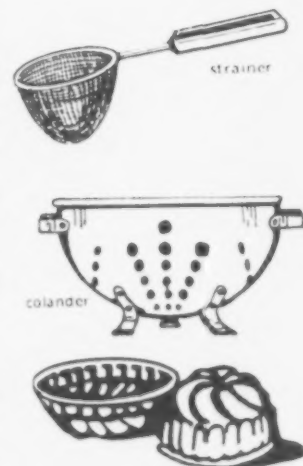
Cooking Utensils

Cooking utensils include the different types of pots and pans used to cook food. Good quality cooking utensils distribute heat evenly which makes food cook evenly. If hot spots develop, the utensil is not considered to be of good quality. The heat may scorch the food. The type and thickness of metal a pot or pan is made from affect uniform cooking. Aluminum is lightweight and is a good conductor of heat. It is a good metal for pots and pans, but should not be used for storing food or for cooking foods for a long time. Foods with strong acids may cause chemical reactions to result. Aluminum-clad stainless steel pans have the advantages of aluminum's heat conductivity and stainless steel's ability to resist reactions to food.

Food acids cause metals to become soluble. The longer food remains in the container, the more the metal dissolves. Some dissolving metals contaminate food and should never be used to contain food. These metals are copper, galvanized metal, the metal base of chipped enameled pans, brass, and cadmium. However, copper is a good conductor of heat and can be used on the bottom exterior of stainless steel pots where food does not have direct contact with the copper.

Stainless steel is a poor conductor of heat and tends to scorch foods easily when used alone for pots and pans. Stainless steel is improved when its exterior is clad with aluminum or copper. Stainless steel is excellent for storing foods, because this metal does not chemically react with foods as other metals do. Stainless steel pots and pans can be used for cooking with low temperatures or as containers for foods when scorching is not a problem.

Cast iron distributes heat evenly and maintains high temperatures for a long time. It often is used for griddles and skillets but cracks easily and rusts unless kept dry and well cared for.





sauté pan

Kitchens use skillets and sauté pans for cooking food in a small amount of fat. **Skillets** are used for pan frying. **Sauté pans** are used for sautéing (cooking in a small amount of fat), browning, frying foods, or for making sauces and liquids that require volume reduction (removal of air from a liquid). Sauté pans and skillets with sloped sides allow the cook to flip and toss foods when not using a spatula. Sloped sides also make access to the cooked food easier when a spatula is used.



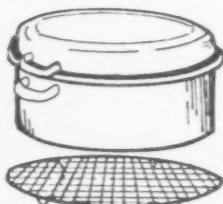
sauce pan

Small amounts of sauces and foods should be cooked in saucepans. **Saucepans** are deeper than skillets or sauté pans and have straight or slanted sides, lids, and long handles.

Sauce pots are round pots with medium depth and two looped handles on the sides and are used for cooking soups, liquids, and sauces. They range in size from six to sixty quarts.

Braziers look like sauce pots but are larger, rounder, and more shallow and are used for browning, stewing, and braising meats. They are available in various sizes from eleven to thirty quarts.

Stock pots are large, deep, straight sided pots with handles and are used for preparing large amounts of food, such as liquids, chili, spaghetti, or corn on the cob. Some stock pots have spigots for draining liquids without lifting the pot. They look like large sauce pots and hold from eight to 200 quarts.

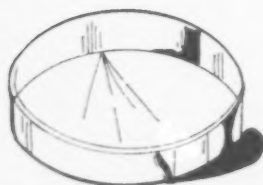


roasting pan and rack

Double boilers are used for cooking foods such as puddings and sauces with indirect heat at temperatures below the boiling point. Double boilers keep food warm without overcooking. The lower section of a double boiler holds the heated water, while the upper section holds food. Double boilers also have lids.

Roasting pans are large rectangular pans with deep sides used for roasting meat, poultry, and fish. A **trivet** or **roasting rack** is placed on the bottom of the roasting pan to hold meat out of the juices. Roasting pans have deep covers.

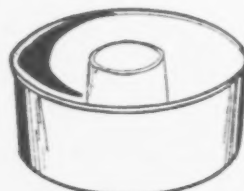
Baking pans are shallow, rectangular pans used for baking foods like cakes and roasted meats. Baking pans come in many sizes. **Baking sheets** or **sheet pans** are shallow rectangular pans with one-inch sides. They are used for baking cakes, rolls, and cookies and broiling certain meats and fish. **Pizza pans** are shallow round pans used for baking pizzas.



cake pan

Cake pans may be round or square with two-inch sides. They are used for making layer cakes and coffee cakes. A **springform pan** has a latch on the side of the pan that can be opened after baking to easily remove the cake. Springform pans are available with or without a center tube. These pans are used for cheesecakes and angel food cakes.

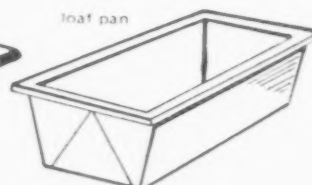
Other baking pans include loaf pans and muffin pans. **Loaf pans** are used for baking bread or meatloaf. **Muffin pans** are used for baking muffins and rolls.



springform pan



muffin pan



loaf pan

Serving Utensils

Food may be served in a variety of ways depending on the type of food and the level of service offered by the food and beverage operation. Food may be served from hotel pans, bain-marie saucepans, buffet units, pitchers, dishes, or platters.

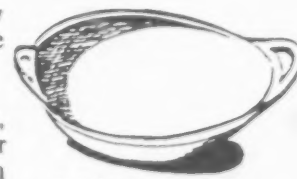
In some food and beverage operations, food may be served from hotel pans, which may also be called counter or service pans. *Hotel pans* are available in square, round, or rectangular shapes; are two to four inches deep; and made of stainless steel. Some round and square hotel pans may be twelve to sixteen inches deep. The deep round pans are called *bain-marie saucepans* and hold sauces and gravies. A bain marie is a deep pot for holding hot water. Another pot that holds food, such as a bain-marie saucepan, may be placed inside the bain marie to keep the food warm.

Hotel pans are made in units of standard sizes, designed to fit into standard-sized openings in steam tables and spaces in cooking equipment, such as the high-pressure steamer. The standard size of hotel pans is twelve inches by twenty inches, with modular fractions of this size also available. Hotel pans can be placed into a buffet unit, a steam table, or a bain marie for holding cooked foods at serving temperatures. A *buffet unit* is a stationary counter with a flat surface, with cold pans or heated wells at the top, on which food can be placed for buffet service. A steam table is a table on which food is heated with steam.

After serving, hotel pans can easily be removed from serving tables, bain maries, and buffet units. The food may be poured out of the hotel pan and into another clean hotel pan of the appropriate storage size, covered, and stored in the freezer or cooler. The next day, the food can be removed from the cooler and placed in the same opening as the previous day and used again. It is ready to heat immediately.

Pitchers are used to serve beverages and liquids. Food operations commonly use pitchers for coffee, tea, water, juice, cream, and gravy. Pitchers used to serve gravies are called *gravy boats*.

Main dishes are sometimes cooked and served in the same dishes. Casseroles, for example, may be served in an *au gratin dish*. Hot foods like steak or Mexican food may be served in a sizzle platter. A *sizzle platter* is a platter with a preheated removable liner.



au gratin dish

EQUIPMENT

Food service equipment is used for cutting, mixing, cooking, baking, storing, and transporting beverages and for preparing and dispensing beverages. Fast-food operations have highly specialized equipment to help produce food quickly and efficiently at quality standards. Other food operations may not use the same equipment, but they use similar equipment that is not as specialized.

Cooking Equipment

Kitchens are equipped with several types of ovens, ranges for direct heat cooking, special equipment for preparing special items, grills for giving food a charcoaled taste, broilers for cooking steaks, deep fryers for cooking fried foods, and exhaust hoods for removing smoke and odors.

Conventional ovens usually are under the range unit. The oven cooks food with heated air in a closed space. The air is heated by elements in the bottom or top of the oven.



convection oven

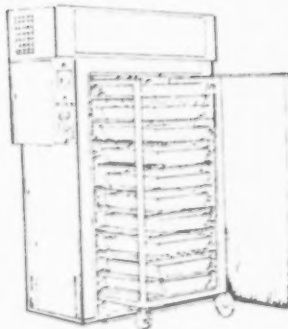
Convection ovens cook foods by using heated air and air circulation. A fan in the convection oven forces and circulates heated air within the oven which produces faster cooking at lower temperatures. Convection oven temperatures should be about 25°F to 50°F lower than temperatures needed to cook the same food in conventional ovens. Convection ovens also provide more uniform cooking than conventional ovens.

Deck ovens, baking ovens, or stack ovens are very similar and use uniform direct heat for baking. Some have timers that turn off the oven automatically. Each individual oven is only a few inches tall and has its own door and controls. The ovens may be used to bake breads, crusts, cakes, muffins, and pizza.

Roasting ovens maintain desired temperatures. Low temperatures used for roasting increase the tenderness and moisture of food and reduce the amount of food shrinkage. **Toaster ovens** are small ovens that can toast or cook several small items for a short time. **Microwave ovens**, which use microwaves to cook food, also are used in kitchens for fast cooking. Microwaves generate heat by agitating the molecules inside food.

Revolving ovens resemble a Ferris wheel on the inside. Often used by bakers, revolving ovens are loaded by placing baking pans of food on each tray in the revolving oven as the trays come around to the oven's door. Trays revolve within the oven's interior while the food bakes. Revolving ovens provide even temperatures throughout the food and the baking process which results in uniform baking.

Reconstitution ovens rapidly heat frozen convenience foods to serving temperature. This oven has a heating and refrigeration cycle that allows frozen foods to be stored in the oven until time for heating.



reconstitution oven

Impingement ovens use high-velocity, hot-air jets above and below food that sweep away cooler air surrounding food surfaces. **Infrared ovens** are powered by electricity and use infrared bulbs to create heat in a chamber for cooking or baking. Infrared bulbs emit hot light and short-wave frequencies to generate heat.

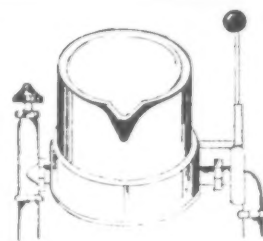
Ranges are used for surface cooking, such as browning, sautéing, boiling, steaming, frying, and braising. Commercial ranges designed for heavy use may have solid hot tops, open top burners, or solid griddles. The number of burners available on open top ranges vary. The burners usually have individual thermostats and controls.

When using a range, it is important to select the appropriate burner size to fit the size of the pan used. The right amount of heat for the job is also an important selection. High heat should be used to quickly start the cooking process. Medium high heat should be used for frying meats. Medium low heat should be used for low-temperature frying. Simmer should be used to keep foods warm.

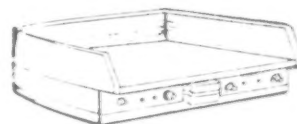
Specialty equipment is needed to allow food operations to prepare special foods in proper ways. **Proofers**, or proof boxes, are enclosed cabinets heated with steam or by electricity. Proofer use steam heat to make dough rise or "proof."

High pressure steamers cook vegetables using ten to twelve pounds of pressure per square inch. Food preparation experts believe steamers are the best way to cook vegetables to retain the nutritional value and natural color. Steamers cook large quantities of food quickly. More than one hotel pan filled with vegetables can be placed into the steamer. The steamer's door may have gaskets and seals to keep steam from escaping. Many kitchens have several high pressure steamers. Some may be convection steamers that use a fan to circulate the steam for faster cooking. Some steamers are automatic and can be set to defrost and then cook a food item.

The **trunnion kettle** is a *steam-jacketed kettle* that uses steam as an indirect heat source for cooking. The kettle is surrounded by steam which flows around an inner compartment or jacket. Steam is pumped into the steam jacket to heat the kettle and the food. The steam jacket creates uniform heat which eliminates the scorching possibilities of direct heat. The trunnion kettle may be used for sauces, soups, water, pasta, or stock. A tilting mechanism may be used to tilt the kettle and pour the food. Trunnion kettles are available in various sizes.



A **tilting skillet** is a large piece of equipment used like a skillet. It is available in several sizes, including some the size of desks. Larger skillets usually are used by banquet, catering, or institutional food service kitchens. The tilting skillet uses direct heat, such as electric or gas burner elements, to heat the skillet's surface. Tilting skillets are used to sauté, stir-fry, scramble eggs, and perform many other cooking methods for which skillets are used. The sides of the tilting skillet are four to six inches tall. The front wall has about a two-inch perpendicular extension along the top except where a pouring spout is located. To pour food from the tilting skillet into a hotel pan, one side of the skillet should be lifted.

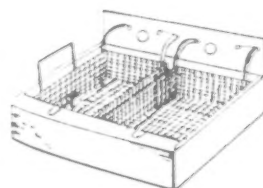


A **grill** has parallel bars on which food is placed and exposed to a heat source underneath the bars. Grills give food a charcoaled taste, which is caused by the smoke created from the meat fat that drips onto the heat source.

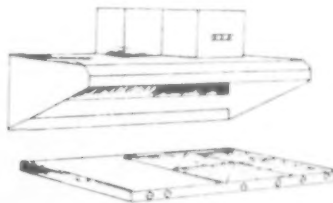
Griddles are flat, metal cooking surfaces with burners underneath. Electric or gas burner elements supply direct heat to the griddle. A thermostat controls the burner elements. Ventilators remove smoke and odors. Griddles have splashboards around three sides of the surface to keep grease from splattering. Cups along the sides of the griddle collect grease as it drains off the griddle. After the griddle has cooled, a pumice brick (a spongy volcanic rock used for scouring) may be used to remove food that is difficult to remove from the griddle.

Broilers provide direct heat for broiling meats, fish, and other main dishes. Broilers use high intense heat to cook food quickly. Heat may come from above, below, or on both sides of the food. Temperature can be controlled by raising or lowering the rack holding the food. The intense heat sears and browns the outside of the meat while allowing the inside of the meat to retain its juices.

Deep fryers are used to fry foods immersed in metal baskets into deep pools of hot fat. The food is surrounded and cooked by hot, bubbling fat until the food is golden brown. The temperature of the fat is controlled by a thermostat. Many commercial deep fryers have automatic timers, and some are equipped to automatically remove the food from the fat. French fries are cooked in deep fryers.



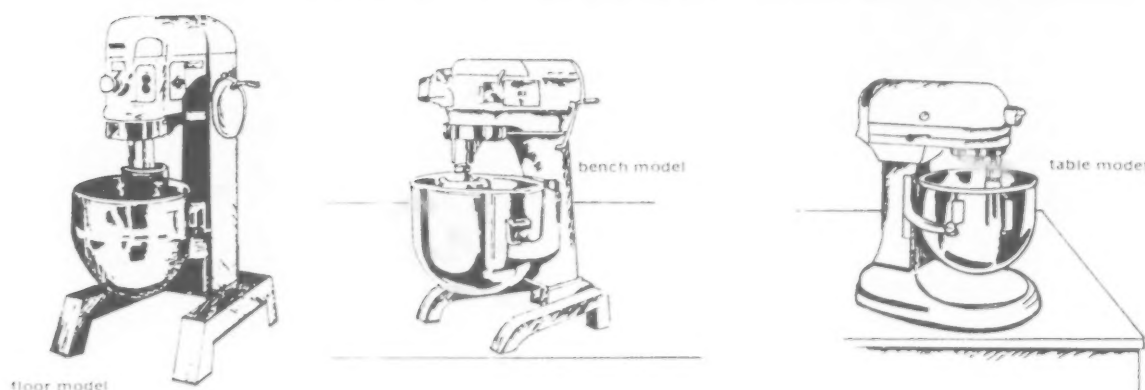
Exhaust hoods equipped with fire extinguishers should be placed above ranges, grills, broilers, and deep fryers. The hoods provide ventilation; remove smoke, vapors, and odors; and help control fires.



Preparation Equipment

There are several types of preparation equipment used in food and beverage operations. Types of preparation equipment include various types of mixers, slicers, and food choppers.

Large vertical **bench model mixers** and **table model mixers** are used for mixing, beating, or creaming ingredients for cakes, batters, doughs, and pastries. **Floor model mixers** are used for mixing and blending ingredients or for adding air to a mixture. Floor model mixers are the largest of the three and remain on the floor while being used. Mixers may have several operating speeds, and may use a variety of agitators or beaters that are used for specific purposes. **Flat beaters** are used for general mixing, not on heavy doughs. Wire whips are used for adding air to light mixtures. **Dough hooks** are used for mixing heavy doughs.



Slicers cut meats and cheeses in uniform slices. A slicer is important to food portion control and cost control because of its consistency in slicing. Meats and cheeses should be cut at an angle so food will slide away from the blade. The slicer's carriage moves back and forth to slice the food.

Food choppers or grinders may operate as attachments to other equipment or may be independent equipment. They are used to chop vegetables very quickly; however, the cut is not as uniform as it could be if the vegetables were chopped by hand. Food choppers are used for chopping ingredients of dishes in which the ingredient's appearance is not important. For example, a food chopper may chop vegetables for vegetable soup. Attachments for choppers or vertical mixers include food grinders, slicers, shredders, and dicers.

Beverage Equipment

Equipment also is needed in kitchens and serving areas for preparing, holding, and serving beverages. The most common beverages food operations serve are coffee, tea, water, soft drinks, juices, and milk.

An **urn** is a container with a faucet. Automatic urns are connected to a source of hot water. Urns can be used to make coffee or tea. Coffee or tea is premeasured and placed into a filter in the top of the urn. Hot water drops through the coffee or tea in the filter basket and then is brewed. When the coffee or tea has finished brewing, the urn automatically turns off.

A **coffee brewer** works much like an urn. Hot water passes through the coffee and filter in the brewing basket. The brewed coffee drips into a serving pitcher. When the pitcher is full, the brewer automatically turns off.

Iced tea may be made in a tea urn or an iced tea dispenser. Powdered tea and cold or freshly boiled water are mixed in the dispenser to make tea.

Automatic beverage dispensers are used for milk, toppings, juices, soft drinks, and alcoholic beverages. Soft drink dispensers mix the soft drink syrup with carbonated water as the beverage is dispensed.

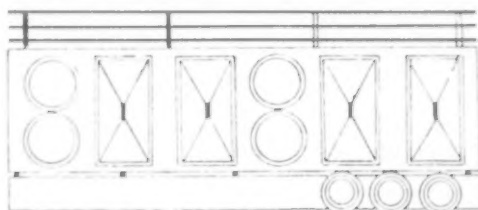
Milk dispensers are refrigerated and contain large cartons of milk. The milk travels from the carton through a plastic tube out of the dispenser. A handle is lifted to allow only the desired amount of milk to be dispensed.

Ice machines automatically make large amounts of ice. The machine can make the ice cubed, flaked, or chipped. Some ice machines require the use of a scoop to enable a person to pick up ice and place the ice into a glass. Other ice machines require users to press a cup or glass against a lever, which allows ice to automatically drop from inside the machine into the glass or cup.

Food Warming, Chilling, and Serving Equipment

Steam tables and *bain maries* are steam-heated equipment used to keep food warm until it is served. Hotel pans and bain-marie saucepans must be kept at temperatures of at least 140°F. Heated water below hotel pans keeps food hot. A grate or rack should be placed under the hotel pans for support. An electric unit under the grate heats the water, giving the food an even and indirect heating source that will not scorch the food but keep it at serving temperatures. Steam tables are more attractive than bain maries and are usually found in service areas, such as cafeteria lines. Bain maries are used in kitchen production areas.

steam table



bain marie

Heated pass-throughs are shelves between the kitchen and service areas that are heated by overhead infrared lamps. Cooks place food ready to be served to customers on the shelves. The heated shelf keeps food warm until the food can be served to customers.

Rollwarmers are used to keep rolls warm. Rollwarmers look like metal drawers. Each drawer has its own temperature control.



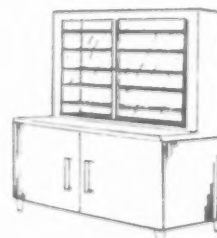
rollwarmer

Cold food servers are used to keep cold foods chilled. It may also be called an ice bain marie. The perforated inner lining is filled with crushed ice. Cold food is placed on the ice and as the ice melts, the water drips into the lower container. *Salad cases* are refrigerators with shelves to keep salads chilled. Salads can be made in advance and stored or displayed in the case. *Dessert cases* are similar to salad cases, but are used for desserts.



cold food server

salad case



When not in use, food is stored in large walk-in coolers, walk-in freezers, and dry storage areas. *Walk-in coolers* and *walk-in freezers* are large enough for a person to walk inside them. Coolers and freezers are for perishables, convenience foods, prepared foods, and leftover foods. Dry storage areas are used to store packaged and canned food supplies.

Kitchen Storage Equipment

Storage is important throughout the kitchen area. Counter top work areas usually have shelving underneath for storing dishes. Also, shelves often are located above the counter top work space for storing cooking supplies and dishes. Service areas have rack space for glassware, dishes, service supplies, and sidework.

Several types of wheeled carts called *banquet carts*, are used to store and transport many meals and preparation supplies to and from serving and storage areas. Some carts have slots where large baking sheets fit to hold plates, food supplies, or baked goods. These carts may be moved from place to place easily. With all food supplies for one meal placed on a cart, it can be stored in a cooler while the supplies are not in use and pulled out of the cooler when needed. Having all supplies for a meal on the cart simplifies the work of gathering items and saves time and energy. When a cook pulls out the cart to begin preparing breakfast items, the cook has gathered and transported all the needed food supplies in one easy step.

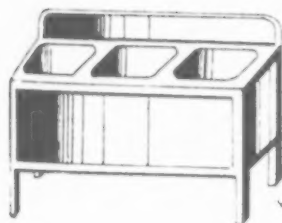


Food carriers are used to transport foods within a large building, such as for hotel room service. *Pastry carts* are used in restaurants to display dessert items to customers at their tables. Banquet carts are used to transport hot, covered meals for room service or banquets. Combination *hot and cold carts* feature temperature control devices capable of keeping correct temperatures within the cart while trays of food are being served. Hot and cold carts may be used for room service in large hotels.

Another piece of storage equipment is the *hanging utensil rack*. Hanging utensil racks may be found suspended from ceilings in cooking areas. These racks hold many food preparation utensils upside down so that cooks can grasp them by the handles. Health departments usually require food and beverage operations to hang utensil racks for sanitation purposes. A rack may hold pots, pans, colanders, spoons, whisks, ladles, and spatulas.

Dishwashing Equipment

Pots and pans are usually washed in a *three-compartment sink*. One compartment is used for washing, the second for rinsing, and the third for sanitizing. Pots and pans are not usually washed in commercial dishwashing machines.



Commercial dishwashing machines clean flatware and dishes. Single-tank dishwashing machines are used in small food operations or for specialized operations in large food operations. The single tank is for wash water which is also recirculated to spray each rack of dishes placed in the machine. Multiple-tank dishwashers are used in large food operations, with one tank for wash water and the other tanks for rinsing and sanitizing water. Dishes placed in racks are moved through the dishwasher on a conveyor belt.

Points to Remember

- Utensils are small hand tools that are used to stir, cut, mix, serve, and hold food and beverages during preparation.
- Equipment are large items that are used to receive, store, measure, mix, cut, knead, cook, bake, hold, and chill foods and beverages and to clean the food operation.
- Separate work areas, utensils, and equipment should be provided for each type of food preparation kitchen employees perform.
- Dry and liquid measuring cups, measuring spoons, scoops, ladles, and food scales are used to measure ingredients.
- Thermometers are used to measure the temperatures of fat, candy, and meat. Other thermometers are used to test thermostats on food operation equipment so that temperature adjustments can be made as needed.
- French knives, utility knives, paring knives, boning knives, slicer knives, bread knives, butcher knives, cleavers, steak knives, oyster knives, and clam knives are used in food operations.
- Sharpening steels are used to sharpen knife blades, and Carborundum stones are used for removing burrs from blades. Sharp blades are easier and safer to use than dull blades and require less effort.
- Cutting boards prevent counter tops and knives from being damaged when foods are cut.
- Knives should be stored in knife racks to protect blades from damage.
- Other cutting utensils used in food operations include vegetable peelers, graters, zesters, utility shears, cheese slicers, egg slicers, butter cutters, tomato slicers, potato cutters, ball cutters, biscuit cutters, doughnut cutters, cookie cutters, pastry wheels, and dough knives or scrapers.
- Utensils used to stir, spread, turn, serve, and pick up food include two-pronged forks, spatulas, sandwich spreaders, pie servers, tongs, spoons, skimmers, and wooden spoons.
- Whips, whisks, and bench or floor model mixers are used to beat, whip, or mix foods.
- Pastry blenders, sieves, pastry wheels, pastry bags, and rolling pins are used to bake pastries, breads, and cakes.
- Several types of brushes are used in kitchens including grease brushes, pastry brushes, vegetable brushes, pot brushes, kettle brushes, and oven brushes.
- Several types of strainers are used in kitchens including the China cap strainer, chinois, and colander.
- Mixing bowls are used for combining ingredients. Molds are used to shape gelatins, desserts, and other foods that are served cold.
- Good quality pots and pans allow heat to be distributed evenly without hot spots. The type and thickness of the metal affects uniform cooking. Some metals react chemically with food, make the metal soluble, and contaminate the food.
- Cooks prepare food in skillet, sauté pans, saucepans, sauce pots, braziers,

stock pots, double boilers, roasting pans, baking pans, baking sheets, pizza pans, cake pans, springform pans, loaf pans, and hotel pans.

- Food may be served from modular hotel pans that can be placed into buffet units, steam tables, or bain maries which hold cooked foods at serving temperatures. Hotel pans also are used as storage containers for leftover foods placed in the cooler.
- Food sometimes is served in au gratin dishes and sizzle platters.
- Pitchers are used to serve beverages and other liquids.
- To cook or prepare foods, kitchens use the following equipment: broilers; ranges; conventional, convection, microwave, toaster, roasting, deck, revolving, reconstitution, and impingement ovens; deep fryers; griddles; grills; proofers; high pressure steamers; trunnion kettles; tilting skillets; and exhaust hoods.
- A kitchen's food preparation equipment includes a bench model or floor model mixer, slicer, and food chopper.
- Urns; coffee brewers; and automatic beverage dispensers; and milk dispensers are the beverage equipment needed in kitchens for preparing, containing, and serving beverages. Automatic ice machines make large amounts of ice for drinks.
- Steam tables and bain maries are steam-heated food warming and serving equipment. They should keep food at temperatures of at least 140°F.
- Heated pass-throughs are shelves between the kitchen and service areas that are heated by overhead infrared lamps. Food that is ready to be served to customers is placed on these shelves so it remains warm until served. Rolls can be kept warm in rollwarmers.
- Cold food is kept in cold servers, salad cases, and dessert cases. Leftovers and other food supplies are stored in large walk-in coolers, walk-in freezers, and dry storage areas.
- Storage is important throughout the kitchen area. Shelves and racks should be used to store dishes, glassware, and service supplies. Wheeled carts store and transport meals and food preparation supplies. Hanging utensil racks are used to store utensils.
- Food carriers transport foods within a large building such as a hotel for room service or a hospital for patient meals. Food carriers include pastry carts, banquet carts, and hot and cold carts.
- Kitchens have a three-compartment sink with a rack for washing, rinsing, sanitizing, drying, and storing pots and pans. Commercial dishwashers are used to clean flatware and dishes.

Words to Know

au gratin dish
bain maries
bain-marie saucepans
baking pans
baking sheets
balance scale
ball cutters
banquet carts

muffin pans
oyster knives
paring knives
pastry bags
pastry blender
pastry brushes
pastry carts
pastry wheel

bench model mixers	pitchers
boning knives	pizza pans
braziers	portion scales
bread knives	proofers
broilers	ranges
buffet unit	reconstitution ovens
butcher knife	revolving ovens
cake pans	roasting ovens
can opener	roasting pans
Carborundum stones	roasting rack
China cap strainers	rolling pins
chinois	rollwarmers
clam knives	salad cases
cleavers	saucepans
coffee brewer	sauce pots
colanders	sauté pans
cold food servers	scoops
commercial dishwashing machines	sharpening steels
convection ovens	sieve
conventional ovens	sizzle platter
cutting boards	skillets
deck ovens	skimmers
deep fryers	slicer knives
dessert cases	slicers
double boilers	spatulas
dough hooks	springform pan
dough scrapers	spoons
dry measuring cups	steak knives
equipment	steam-jacketed kettle
exhaust hoods	steam tables
flat beaters	stock pots
floor model mixers	strainers
food carriers	table model mixers
food choppers	thermometers
French knives	three-compartment sink
graters	tilting skillet
gravy boats	toaster ovens
grease brushes	tongs
griddles	trivet
grill	trunnion kettle
hanging utensil rack	two-pronged forks
heated pass-throughs	urn
high pressure steamers	utensils
hot and cold carts	utility knives
hotel pans	utility shears
impingement ovens	vegetable brushes
infrared ovens	vegetable peelers
ladles	walk-in coolers
liquid measuring cups	walk-in freezers
loaf pans	whips
measuring spoons	whisks
microwave ovens	wooden spoons
mixing bowls	zester
molds	

Questions for Review

1. Why is accurate measuring of food important?
2. What are the names and uses of the knives most often used in the kitchen?

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3. What utensils are used to stir, turn, spread, and pick up food?
 4. What utensils or equipment would be the best to use to perform the following kitchen procedures?
 - a. baking and roasting
 - b. cooking vegetables
 - c. warming foods
 - d. cutting, slicing, trimming, or peeling fruits and vegetables
 - e. mixing
 5. What equipment should be used for transporting and serving food?
 6. What are the features of the different types of ovens?
 8. What are bain maries, China caps, and hotel pans?
 9. What purposes do the following equipment serve? How?
 - a. bain marie
 - b. steam table
 - c. heated pass-through
 - d. rollwarmer
 - e. cold food server
 10. Why do bakers weigh ingredients instead of using measuring cups and spoons?

26

Management Principles Related to Food Production and Services

ESSENTIAL ELEMENT

- Identify management principles related to food production and services.(v5E)

OBJECTIVES TO ACHIEVE

- Describe work simplification principles.
- Explain the importance of controlling food, beverage, material, production, and labor costs.
- Review the purposes of production and quality control.
- Explain methods for controlling menu costs.
- Summarize the importance of inventory control.

The success or failure of a food and beverage operation can depend on how well managers manage time, work methods, employees, costs, quality control, menu development, and inventory control. All of these factors involve the spending or earning of dollars and cents. A business saves money by managing these factors well. A business loses profits because problem areas have not been discovered and resolved. Managers are responsible for continually analyzing their businesses' operations using these factors so they can make improvements and adjustments to keep costs in line and profits high.

WORK SIMPLIFICATION

Work simplification is seeking and organizing the easiest, simplest, and quickest methods for performing tasks. Simplified work methods help conserve time and energy and reduce fatigue. To develop work simplification plans, time use and motions are studied to determine ways tasks can be completed in less time with less energy expended. Also, methods are established for completing more than one task at a time. After simplified work methods have been implemented by employees, many free hours or days may become available to them within a year's time. Free time can be applied to other duties or goals without interfering with the time needed for regular activities.

Several work simplification techniques for food and beverage operations' employees have been discovered by managers of food operations. Managers train their employees to use these techniques in their daily work routines so the employees will be more efficient.

In food and beverage operations, managers should prepare and give employees accurate job descriptions so employees will thoroughly understand the duties and responsibilities expected of them. Managers also should inform employees about the order in which tasks should be performed and any time limits required to complete specific tasks.

Some food operations may have time limit requirements similar to the following:

- When a customer enters a restaurant to eat dinner, he or she should be greeted and seated by the host/hostess immediately.
- Within one minute, the server assigned to the customer's table should approach the table, welcome the customer, present the menu, and take the customer's beverage order.
- The beverage should be served to the customer within three minutes. At that time, the server should ask for the customer's order. If the customer needs more time to decide, the server should graciously oblige.
- The kitchen employees and server should have the order completed and served within ten to fifteen minutes after the order is placed.
- The server should check with the customer within one minute after serving the meal to see if anything is needed.
- After this check, the server should make follow-up checks with the customer at least three times during the meal.
- While checking on the customer, the server should remove empty plates from the customer's table.
- Within two minutes after the customer has finished eating the meal, the server should ask about desserts or present the totaled check.
- Tables should be completely bussed and cleaned within one minute after the customer has left the table.

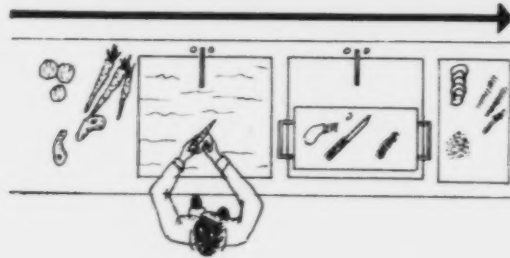
Some restaurants estimate the average amount of time customers spend at their tables (turnover time) to be about forty minutes. Longer times indicate less revenue for the food and beverage operation. If times are longer because of problems in the kitchen or with the service, action can be taken to try and improve the production. However, if a customer is simply spending more than forty minutes at a table, the manager will not ask a customer to leave. Satisfied customers represent future business.

In the kitchen, *mise en place* is important to work simplification. *Mise en place* is the principle of having an organized effort in food production. The cooks should have an organized layout of food supplies in exact quantities. They should have the proper utensils and appropriate equipment needed for the estimated business of the day. When everything is in its proper place, wasted time is eliminated. However, *mise en place* requires planning.

Managers or chefs prepare prep lists for all cooks to follow. Prep lists delegate the tasks that need to be done and the food that needs to be prepared when cooks arrive at work in the mornings. The lists are prepared before cooks arrive so they can begin their work immediately.

Another work simplification technique managers encourage is the organized movement of items as they are being prepared. For example, several raw vegetables, such as carrots and celery, must be cleaned and the ends sliced off before they can be prepared any further for cooking. The vegetables should be cleaned at the first compartment of the kitchen's three-compartment sink. Next, the vegetables should be moved to the cutting board resting over the sink's

second compartment for slicing and removing the ends. The ends should fall into the sink's second compartment and eventually are sent down the disposal after all slicing has been performed. The raw vegetable then should be placed on the end counter for further preparation. This example demonstrates the processing of vegetables in an organized, efficient flow of motion in one direction. The cook should not clean the vegetables in one sink, move to a counter top behind him or her to slice off the vegetables' ends into a paper towel, and then move all cuttings over to the sink or trash can. This process would require the cook to use more bodily movement, to be less organized, and to waste time and energy.



Managers should look for efficiency in the way every task is performed. They should look ahead at what will be served the following two or three days. If the same food products are being served for several days, the manager can arrange for employees to prepare (prep) some of the food for all the days at one time. However, acceptable food quality standards limit the amount of days to keep prepped food to two or three days. Otherwise, food quality could suffer and food could be wasted. Prepping is a coordinated work effort that keeps the food operation from running out of prepared food.

For example, an employee slicing vegetables for a day's meal is already into a mode of slicing vegetables and has established momentum. The employee could prepare more vegetables for the next two days if food quality will remain good. Prepping enough vegetables to use for three days improves productivity and saves time. The prepped vegetables can be stored in the cooler prepared and ready to cook when they are needed. Sometimes this type of prep work is called batch preparation or *batch cookery*, which means making a large batch of food at one time instead of preparing the same amount of food in two or three different sittings. Batch preparation allows efficient use of time; however, it does not work for all types of foods such as perishables.

Meat to be marinated must *marinate* (to soak in and absorb a flavorful sauce) overnight. Cooks prepare the meat a day ahead to allow for marination time. Marination does not provide any time savings without quality being affected. Foods can marinate for a shorter period of time, but quality may suffer and the desired taste may not be achieved.

Another work simplification technique managers use is teaching employees how to complete assigned opening and closing cleaning duties. Employees must know the standards of cleanliness and timeliness managers expect.

Assigning employees specialized work areas can help save time. By performing specialized tasks, employees develop routines and habits which create momentum to help them work faster. Specialized assignments could be operating the grill, using the deep fryer, preparing the salad station, or serving tables.

Managers occasionally may try to improve employees' efficiency after they have reached a level of optimum productivity with current tasks. To increase

employees' productivity, managers may add duties or reduce the time allotted to complete certain tasks. Managers want to push employees to work harder to become even more productive.

A work simplification technique used in the dishwashing room is stacking dishes. An employee can carry a stack of ten plates just as easily as he or she can carry a stack of four plates. Carts may also be used to help move and store stacks of dishes.

Work simplification is important to food operation employees. Methods servers can use to simplify their work include the following:

- thinking ahead and consolidating trips back and forth from the dining room and the kitchen (Servers should make one trip to perform several customers' requested tasks instead of making several trips for performing singular tasks.)
- checking the cook's window or pass-through every time he or she is in the kitchen area
- helping other employees by removing dirty dishes from customers' tables (By the time customers are ready to leave, only drinking glasses should be left on the tables. This makes the bussing of tables easier and faster, which also results in a faster turnover rate and more sales per table.)
- following the order of duties for opening, closing, sidework, and serving duties so that these activities will become routine

In food operations in which buspersons are responsible for bussing tables, buspersons can be more efficient by stacking dirty dishes of the same size together in bus tubs with the largest dishes on bottom and the smallest on top. Silverware should be put into a separate container or bus tub. Following these procedures speeds the removal of dishes from the bus tub in the dishwashing room. Silverware can be pulled out of the container or bus tub in one handful and placed together in a presoak solution.

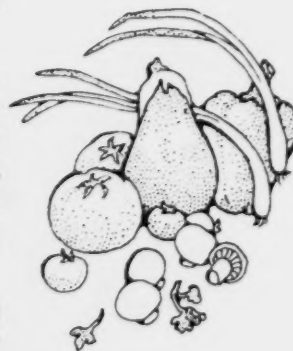
CONTROLLING COSTS

Profit is the reason for controlling food, beverage, material, production, and labor expenses and conducting inventories. Inventories help businesses keep a record of where and how profit is made. Profit also is the reason why businesses spend so much time and effort to train employees. Well-trained employees work better and produce more sales which result in more profit.

Food and labor costs are direct costs to a business. Food and labor are responsible for about 60 to 70 percent of the overall expenses of a food operation. For every dollar's worth of products sold, sixty to seventy cents already have been expended for food and labor costs. Those two costs do not include other costs that may be incurred in operating a business such as utilities, rent, and supplies. A food operation's ability to make a profit depends on controlling food and labor costs.

Food cost is the cost of the ingredients used to produce a food item. Food cost control begins with the menu. Each item must be priced correctly to cover the costs of preparing the item. To determine the appropriate price, managers must use costing methods. The total price of an item includes the food cost percentage, labor cost percentage, overhead cost percentage, and desired profit percentage. If the price seems too high for customers, the food operation must make adjustments. Costs for producing the item are always fixed, so any adjustment in the menu item's price will reduce the profit percentage.

Each menu item must have a standardized recipe with costs listed and calculated for each ingredient. Standardized recipes help control food costs by specifying exactly how much of an ingredient should be used in the product. A



standardized recipe also states the number of portions the recipe prepares and the exact size of each portion.

Portion control is important in controlling food costs. A food operation loses profits if portions are made larger than specified. Over time, the few cents lost on each portion can add up to a large sum of money. Variables that affect food cost can be controlled. These variables include the following:

- product waste and spoilage (Food supplies may remain on shelves too long either as a result of overbuying or failure to rotate stock.)
- portion control for food, beverages, condiments, and other supplies (Used properly, equipment and utensils can help employees achieve accurate portions.)
- human factors that create overproduction and inaccurate preparation or waste
- inspections when shipments arrive (The manager or assigned employee should make sure the food operation receives the exact number of items ordered and that each item is of good quality.)
- overcharges or lost revenue resulting because prices of menu items ordered are not properly listed on customers' tickets or are not accurately entered into the register
- theft of food and beverage supplies or money



Labor cost is the cost of having employees work for the food operation. Labor costs include training, wages and salaries, unemployment insurance, workers' compensation insurance, social security taxes, and any employee benefits the food operation provides. Benefits may include health and life insurance, pension plans, discounts, savings and profit sharing opportunities, professional fees, and educational opportunities.

Production costs are primarily related to labor costs. How many labor hours are needed for a person to get the job done? The main production and labor cost control responsibilities managers have are preparing production schedules (prep lists, job descriptions, and work sequences), food buys, and labor schedules in ways that control expenses without affecting service and product quality.

Proper employee scheduling and training helps control labor and production costs. Overscheduling employees increases labor costs. Staffing guidelines help managers decide how many employees are needed to operate the business during certain time periods. Food operations must have a fixed amount of labor cost or staffing dollars just to be able to open the doors for business each day. Certain numbers of employees are needed at certain times of the day. The number of employees needed could fluctuate if business suddenly increases or drops. If a business does not have enough customers to warrant the number of employees working at that particular time, then it is in the business' best interest to send some employees home. Enough employees must remain, however, to operate the business without allowing service to suffer. By sending some employees home, the business spends less money on labor than would have been spent if employees had stayed and performed little work.

Managers must keep employees happy, even if employees' hours have been reduced. This is especially true in labor markets where workers are scarce. One way to keep employees happy is by keeping them informed about the business. By knowing why or when certain periods have less business than other periods, employees are better prepared for times when hours are reduced and are more understanding about the situations. Labor costs can hurt businesses if they are not controlled properly.

The better an employee is trained, the better the employee will perform on the job. Well-trained employees are faster, more productive, and are able to handle sensitive situations better than poorly trained employees. Although training requires extra labor time and cost initially, good training will save the business

more money in labor, production, and food costs in the long run. One well-trained employee performing a certain amount of work costs less than two poorly trained employees performing the same amount of work together.

Material costs include the costs of paper goods; cleaning supplies; maintenance equipment; dining room, kitchen, and office supplies; and any other supplies used by the food operation. Paper goods include napkins, cups, plates, plastic flatware, straws, filters for coffee machines, takeout supplies, toilet tissue, paper towels, stationery, business cards, menus, and other items. Material costs may also include cleaning costs for towels, dishcloths, tablecloths, napkins, and floor mats; costs of breakage and replacement of glasses and dishes; and employee uniform expenses.

PRODUCTION AND QUALITY CONTROL

Food operations want to serve the best product they possibly can. Each food operation should consider quality when preparing menu specifications. Food operations also desire a product that is cost efficient. Menu specifications often call for specific name brands of food supplies because managers or chefs have found that the name brands produce the exact quality, appearance, and taste desired for the food items. Other brands often are not used because managers and chefs can tell the difference in the food product. They believe customers should find consistency in taste, quality, and appearance every time a specific food item is selected.

Quality control is the process of sustaining the quality of a product or the maintenance of quality at levels acceptable by a food operation's management, chefs, and buyer. Quality control depends on standardized recipes, menu specifications for ingredients, exact food preparation methods, and well-trained employees. By following recipes exactly, preparing food correctly, and using only those ingredients specified, a food product's quality will remain consistent. However, it is important that the food item maintains its quality level until it reaches the customer. The server must deliver the meal directly from the kitchen's heated pass-throughs to the customer. Hot meals should not be left cooling on a serving tray while a server gathers other needed items before delivering the meals to customers; quality will suffer.

Production control is based on prep lists, quality standards, and sales projections for each menu item. Knowing how much of a menu item a food operation produces and sells helps the business control costs and know if supplies are missing. Production control also involves producing food at quality standards. If food is overcooked, it will be thrown away or wasted and will be a loss of revenue. Knowing how much of a menu item is regularly sold helps the chef or manager estimate how much of the item should be prepared for cooking each day. Daily amounts of food production is based on estimates.

If cooks take too long to prepare items ordered by customers, turnover will not be fast enough to add more customer revenue. Customers may also become displeased. Extra time spent in food preparation costs the food and beverage operation part of its projected sales revenue.

CONTROLLING MENU COSTS

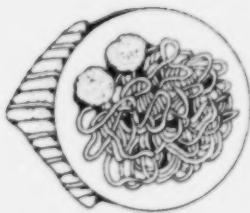
Managers must build cost and profit percentages into the menu cost. They must determine which items sell well and which items do not. If an item does not sell well and this affects the amount of food a kitchen buys or prepares, the kitchen should reduce its inventory of supplies and amount of preparation required for that menu item.

Chefs and managers look at all food items when figuring the cost of items on the menu. Some menu items have high food and labor costs. The restaurant cannot charge enough for these items because the customer will not purchase them at the prices desired. Other menu items can have higher than average profit percentages, which could help make up the difference. Each item's cost must be calculated. Afterward, the manager determines if the food operation can afford a high cost item along with the other lower cost items. When a chef or manager discovers that the food operation has experienced high food costs, the reason may be because the food operation has had high demand and sales of the high cost items. If demand for the items exists, the food operation may be able to raise the prices on those items without affecting the item's sales.

To revise a menu, the chef and manager identify the items that sell well, eliminate the items that do not sell well, add new menu items, and create a new sales mix. The *sales mix* is made up of the amount of each menu item that is sold. For example, suppose beef, chicken, and fish menu items are sold at a restaurant. Suppose beef costs more per ounce than chicken and more beef is sold in the restaurant. The restaurant's food costs may be higher than they would be if more chicken were sold. New chicken items may need to be added to alter the sales mix and lower food costs.

When revising a menu, the chef and manager calculate the average food cost from the new sales mix. If there are problems, such as an increase in food supply prices or food suppliers going out of business, then the problems will affect the overall sales mix and food cost. Chefs and managers continuously look for stabilized food prices so they can prevent food costs from experiencing a roller coaster trend. If the total food cost remains in control, the food operation will survive. If food costs are not controlled, the food operation will lose profit.

Pricing is important. Menu item prices must be competitive with other restaurants in the same type market with the same type atmosphere. To arrive at a price, managers and chefs figure an average food cost percentage. Next, they determine the costs for operating the food operation (labor, overhead, and other costs), calculate a percentage and amount of money that will cover these costs, add that percentage to the amount of profit they believe the business should receive from a menu item, and determine the price that can be charged for each item. Many food operations want to make a profit of about 32 percent of their menu item's price. Finally, the manager compares the food operation's prices with competitors' prices and adjusts prices or products accordingly.



To keep prices competitive, managers and chefs may have to redesign the menu item. They may have to adjust the price to make it more equal to competitors' prices for similar items, or they may try to find a more efficient method of producing the product. In this way, a lower labor cost could offset the higher food cost as a percentage of the cost of the product.

Situations occur in which food costs are affected by how the menu describes the menu item and what the going price is for food supplies. If the menu states that a particular menu item includes certain foods, then it must be served with those foods. If substitutions are made that are not stated on the menu, then the food operation is in violation of the truth-in-menu laws. This can become a problem if an item's food cost increases. For example, a menu states that a particular menu item is served with a lime wedge. The price on the menu may reflect limes bought at a cost of about sixteen dollars per case. If something happens to the lime market and the price of limes jumps to forty-three dollars per case, the food cost for limes increases dramatically. This price increase affects the food cost for the menu item and reduces the amount of profit the food operation will make from the menu item. Nevertheless, as long as the menu states that the item is served with a lime wedge, the restaurant must continue to use lime wedges instead of, for example, substituting lemon wedges.

INVENTORY CONTROL

Food and beverage supplies are assets to a food operation. *Assets* are items that are owned that have exchange value. Storage security and inventory control are important for protecting assets and cost control measures.

Many food and beverage operations keep food storage areas and back doors locked with only a few keys issued to select employees—usually managers, stewards, or chefs. Locks should be changed periodically, especially after a key has been lost or stolen or after an employee with a key resigns. Keys should be kept in safe places so that they are not lost or stolen. Back doors should be locked to prevent theft from outsiders and employees. Buzzer alarms and other alarm systems often may be installed on back doors to allow the doors to be used as emergency exits. However, people should not be able to exit through the door without activating the alarm. This system ensures that employees will become aware anytime the back door is opened.

Food operations should not keep excessive amounts of supplies on their shelves. Some food operations may buy supplies once a month, hoping that sales will be good. Then they have large quantities of supplies to store. Most food operations cannot base food purchases on long-term projections or buy once a month. These food operations prefer to buy food supplies frequently, often many times daily. They do not want large sums of capital tied up in supplies that remain on shelves for a long time before producing profits. Other reasons why most food operations do not want food supplies on shelves for long periods of time include increased potential for waste and spoilage, too much occupied shelf space, and the potential for decrease of quality and freshness.

Most food and beverage operations buy food supplies fresh daily. They only purchase in bulk quantities if they know they can get a good price and can use the food supply quickly before quality decreases. Otherwise, these food operations' managers believe their businesses are better off buying more often (even though it means paying a little more), being able to order accurately, and knowing the quality will be good when they are ready to use the products.

Product inventories indicate to managers how often each food supply item is used, how much of each item to order after calculating past use rates and estimated business, the types and sizes of products in storage, and the value of the stock in storage. Product inventories also help managers calculate food supply costs and food cost percentages.

Physical inventories are performed monthly. The *physical inventory* is a record of the number of food supplies that are in storage. The manager counts the number of each food supply item and multiplies that figure by the item's cash value to arrive at the total value of that item's stock in storage. Values of all food supply items are added together to determine the total value of all food supplies in storage.

Perpetual inventories indicate to managers the amount of stock of a particular item on hand. Food operations should have stock record cards for each food supply item. Any time supplies are added to or taken away from the stock, the amount should be entered on the card. If supplies are taken from storage, the area of the kitchen where the supplies were issued should be recorded on the card. A running total of the remaining supplies also must be recorded as each food item is removed. Sometimes buyers, stewards, or managers list the reorder point on the card to help alert themselves when more supplies need to be ordered. Employees must remember to complete the card before taking the food items out of storage. If employees do not keep accurate records on the cards, discrepancies will arise when other inventories are taken. Discrepancies require investigation by management.

Issuing food supplies from storage can either be organized and fairly accurate or it can be a problem. For example, if any employee is able to pull food supplies from the storage area, he or she may not care whether or not the perpetual inventory card is filled out correctly, or they may forget. Failure to fill out the cards would cause problems in controlling inventory and food supply costs. Food operations should assign issuing duties to a few trained employees. Through training, the selected employees would know the importance of documenting all supplies that arrive or leave the storage area for inventory and food cost control. These employees also would know they would be held accountable for discrepancies in inventory figures; therefore, the selected employees would be more likely to be accurate in their supply work.

By having supplies issued by a few employees, food waste and theft probably could be reduced. Each kitchen employee would have to organize himself or herself to accurately order all needed food supplies at one time. The person issuing food supplies can collect each employee's request list and issue all supplies needed by all employees at one time instead of at various times during the day. Issuing all supplies at one time also would help the issuing employee's time and energy management.



Points to Remember

- The success or failure of a food operation can depend on how well managers manage time, work methods, employees, costs, quality control, menu development, and inventory.
- Work simplification is seeking and organizing the easiest, simplest, and quickest methods for performing tasks.
- Work simplification techniques managers can implement in food operations include the following:
 - informing employees about their job descriptions, duties, work sequences, and time limitations
 - having an organized effort and movement of items in food production (the concept of mise en place)
 - preparing prep lists for delegating food preparation tasks to cooks
 - seeking efficiency in work performance
 - assigning employees specialized work areas (Specialization allows employees to develop routines and habits, which create momentum and faster movements.)
 - trying to make employees more efficient by adding tasks or shortening work times after the employees have reached a level of optimum productivity within current tasks and time frames
 - making stacks of everything and carrying or moving more than a few things at one time
- Methods servers can use to simplify their work include the following:
 - thinking ahead and consolidating trips back and forth from the dining room and the kitchen (Make one trip to perform several customers' requested tasks instead of making several trips for performing singular tasks.)
 - checking the cook's window or pass-through every time he or she is in the kitchen area
 - helping other employees by removing dirty dishes from customers' tables (By the time customers are ready to leave, only drinking glasses should be left on the tables. This makes bussing tables easier and faster, which also results in a faster turnover rate and more sales per table.)
 - following the order of duties for opening, sidework, serving customers, and closing so that these activities will become routine
- Profit is the reason for controlling food, beverage, materials, production, and labor expenses; conducting inventories; and spending the necessary time and effort in training employees.
- Inventories help businesses keep track of where and how much profit was made.
- Food and labor costs are directly responsible for about 60 to 70 percent of the overall expenses of a food operation. A food operation's ability to make a profit depends on controlling food and labor costs.
- Menu items must be priced correctly to cover cost and profit percentages. Costs for producing an item are always fixed, so any adjustment in the menu item's price reduces the profit percentage.
- Standardized recipes help control food costs by specifying exactly how much of an ingredient should be used in the product, how many portions the recipe prepares, and the exact size of each portion.
- Portion control is important to controlling food costs. A food operation loses profits if portions are made larger than specified. Over time, the few cents lost on each portion can add up to a large sum of money.

- Controllable variables that affect food cost include the following:
 - product waste and spoilage
 - portion control
 - human factors that create overproduction, inaccurate preparation, or waste
 - inspections when shipments arrive
 - inaccurate prices charged customers resulting in lost revenue or overcharges
 - theft of supplies or money
- Labor cost is the cost of having employees work for the food operation, which includes training, wages and salaries, unemployment insurance, workers' compensation insurance, social security taxes, and employee benefits.
- Proper employee scheduling and training helps control labor and production costs.
- The better trained an employee is, the better the employee will perform on the job.
- Food operations want to serve the best quality, most cost-efficient, consistent product they can prepare. Quality is considered when food operation management prepares menu specifications and standardized recipes.
- Quality control depends on standardized recipes, menu specifications for ingredients, exact food preparation methods, and well-trained employees.
- Production control relies on prep lists, quality standards, and sales projections for each menu item.
- When revising a menu, the chef and manager identify what items sell well, eliminate the items that do not sell well, add new menu items, and create a new sales mix. The sales mix is made up of the amount of each menu item that is sold. Then, they calculate the food cost of the new sales mix.
- Menu item prices must be competitive with other restaurants in the same type market with the same type atmosphere.
- Food and beverage supplies are assets to a food operation. Assets are things owned that have exchange values. Therefore, storage security and inventory control are important to protecting assets and cost control.
- Product inventories indicate to managers how often each food supply item is used, how much of each item to order, the types and sizes of products in storage, and the value of the stock in storage. Product inventories also help managers calculate food supply costs and food cost percentages.
- Physical inventories are records of which food supplies are in storage. These are performed monthly.
- Perpetual inventories use stock record cards which indicate to managers how much stock of a particular item is in storage.
- Inventory discrepancies require investigation.
- Food operations should assign supply issuing duties to a few trained employees. The selected employees would know the importance of documenting everything that arrives at or leaves the storage area for inventory and food cost control.
- By having supplies issued by a few employees, food waste and theft probably could be reduced.

**Words to
Know****Questions
for Review**

assets
batch cookery
food cost
labor cost
marinate
material costs

perpetual inventories
physical inventory
product inventories
production costs
quality control
sales mix

1. Why is work simplification important to food operations' employees?
2. Why should food, beverage, materials, production, and labor costs be controlled?
3. What is the purpose of production control?
4. What is the purpose of quality control?
5. What is the purpose of cost control? How do menus help with cost control?
6. What is the purpose of inventory control?

27

Quantity Food Production Techniques

ESSENTIAL ELEMENT

- Apply quantity food production techniques.(v5F)

OBJECTIVES TO ACHIEVE

- Explain the purposes and uses of menus.
- Explain standardized recipes and their uses.
- Discuss how menu specifications are used by food service operations.
- Determine ways convenience foods are used by food service operations.
- Summarize cooking principles important to quantity food production.
- Describe correct food portioning procedures.
- Describe holding and storage techniques.

Quantity food production is more complicated than food production at home. Many standards, principles, and techniques are the same, but special knowledge about preparation, procedures, methods, and service is needed to produce the same quality of food each day. Consistency is an important aspect of quantity food production that must be accomplished. Food operations carefully plan menus, develop standardized recipes, designate portion sizes, and follow menu specifications so that customers will receive consistent, good quality meals.

Menus, portion sizes, standardized recipes, and menu specifications serve another purpose as well—they also help food operations control costs. When meals are prepared in large quantities, the seemingly small amounts of waste can quickly create major financial difficulties.

USE OF MENUS

Menus are lists of the foods and beverages available to be prepared, served, and sold to customers. But menus are more than listings of foods and beverages. Menus

are part of the customer's first impression of the food operation and should present an appropriate and carefully planned image of the business.

Menus also are merchandising tools carefully designed and used for the following purposes:

- to present entrées in an attractive manner that stimulates customers' appetites
- to help food operations meet financial goals
- to communicate a food operation's image, prices, and methods of food preparation and service
- to advertise the food operation and promote repeat business
- to guide equipment and supply purchases, facility planning, and personnel hirings

Good menus result in customer satisfaction, success, and profit. **Profit** is the money the owner makes after all expenses have been paid.

A food operation must keep quantity food production in mind when planning and designing a new menu. **Menu planning** is the process of selecting food and beverage items for a menu that are acceptable by customers and management while keeping all aspects of the food operation in mind. To management, the qualities of a good menu include the following:

- conforms to the food operation's objectives and purposes
- contains a mixture of items that will result in an average amount of money spent per customer (This helps the food operation to estimate customer flow and amount of income and to budget its costs.)
- includes food items based on the type of food operation
- takes advantage of seasonal and locally grown food products (Availability affects food costs.)
- arranges for the efficient use of employees, facility, and equipment
- includes items that average skilled employees can prepare well without excessive time, labor, and energy demands

Some food items are difficult to prepare or serve because of a food operation's limitations of equipment, personnel, or food availability. In menu planning and daily management, managers and chefs should remember the equipment's cooking capacity; divide workloads among the equipment and workers; select items that cooks are able to prepare; and use foods that are in season or that are available locally.

Waste affects food costs; therefore, it should be avoided. Utilization of all food items on the menu should be planned. Recipes should be planned so that all entrées can use edible trimmings or leftovers used to prepare other food items on the menu. For example, bread that is a day old can be used for stuffing, croutons, or French toast. Roast turkey can be used in turkey salad, sliced turkey sandwiches, and turkey salad sandwiches.

To customers, a good menu serves the following purposes:

- to effectively communicate its message to the customer
- to meet nutritional needs of customers of various ages
- to meet customers' food habits and preferences
- to include food items pleasing in appearance, arrangement, flavor, aroma, texture, color, and quality
- to offer food items appropriate to seasonal variations, function, and the food operation's environment
- to recognize area population groups such as German, Mexican, Cajun, or Oriental groups and their food preferences

Food operations can conduct studies to gather information about customer likes and dislikes, amounts and types of leftovers and waste, items that sell well, items that do not sell well, and customer comments. The information can help management make decisions and modifications on the menu. Studies should be



conducted periodically to determine if changes have occurred that would require modifying or updating the menu.

Banquet menus are designed for large quantity food production and contain food items suitable to such production. Banquet menus also are designed with speed, efficiency, cost, and product availability in mind. Availability is the key. The food operation should use *universal food products* (food products regularly used by food operations that are readily available). Odd items on the menu may be difficult to obtain unless the food operation has a reliable supplier. Even if the food operation has a supplier, the supplier may raise prices or go out of business, which would leave the food operation in a bind. Food operations can always get universal food products such as chicken, prime rib, roast beef, and pork chops.

Banquet menus should be kept simple. A food item can be sautéed for a restaurant customer but not for banquet customers. Cooking methods that are used for large volumes of food at one time should be selected when planning banquet menus. Baking, roasting, and grilling are good large volume cooking methods. Banquet menu planners must always keep volume production in mind.

Food operations such as restaurants design menus that fit the kitchen and equipment available. These food operations avoid offering items that require a large amount of labor, they select items the kitchen can easily prepare.

Another aspect of menu planning that should be considered is the number of menu items the business can effectively produce. Choosing basic ingredients from which many food items can be made would help the kitchen plan several menu items that can be made from the same ingredients. This type of planning will result in simplified purchasing, location of suppliers, and food production.

Managers and chefs also choose menu items by selecting for appearance and color. They do not want all menu items to look alike.

STANDARDIZED RECIPES AND THEIR USES

A *standardized recipe* is a recipe that is developed by a particular food operation for use with its equipment, by its cooks, and to be served to its customers. The recipe is used to establish consistency in quality, quantity, procedures, temperature, yield, and equipment. The standardized recipe helps with cost control for quantity food production. By following the standardized recipe's instructions and using the exact measurements and ingredients in the recipe, the resulting food item will be a consistent product each time it is made. With standardized recipes, menu items can be replicated and food quality maintained, despite turnover in personnel.

Food and beverage operations should have standardized recipes for every menu item they prepare in their kitchen. An example standardized recipe is illustrated in figure 27.1. Standardized recipes are designed so that anyone skilled in cooking can prepare the recipes. Specific directions are the key to consistent understanding and preparation of standardized recipes. Standardized recipes help control food costs by specifically stating the exact yield and sizes of portions. Standardized recipes include the following detailed information:

- the exact amount of each ingredient that should be used
- the exact order of preparation
- the equipment needed for preparation
- the temperature and amount of time the item should be cooked
- the size of the portions
- the number of portions that will be prepared
- the measuring utensil that should be used to serve the exact portion sizes
- the exact yield that should be produced

Standardized Recipe

Recipe: Potato Refrigerator Rolls Yield: 9-10 dozen rolls Portion size: 1 roll		Equipment: Baking sheet, two large bowls Temperature: 400° Time: 10-15 minutes
Ingredients	Amount	Procedure
Potatoes, mashed	1 cup	1. Peel two medium potatoes and cut into several pieces. 2. Boil in small amount of water until soft. 3. Drain and mash until smooth. 4. Cool until lukewarm.
Yeast, active dry	1 pkg.	1. Place yeast and sugar in a bowl.
Sugar, granulated	2/3 cup	2. Add warm water and mix.
Water, warm	1 1/2 cups	3. Let stand 10 minutes.
Salt	1 1/2 tsp.	1. Add salt, shortening, two eggs, and lukewarm mashed potatoes to

Figure 27.1

When prepared accurately, standardized recipes provide consistency in taste and appearance each time they are prepared. Since each step in the production of the food item is detailed in the recipe, managers use standardized recipes to prepare cooks' prep lists, work schedules, and production schedules.

Usually the recipes food operations use originate from small recipes found in cookbooks, recipe files, or other places. After deciding the type of food to be served, the management and chefs prepare food items from the selected recipes at the quantities given on the recipes. The food item is then evaluated on its preparation methods, ingredient proportions, availability of ingredients, cost, yield, equipment required, skill level required, and suitability to the food operation.

After a recipe has been evaluated and found to be suitable, it is converted to a larger amount and prepared. Then, the food item and recipe should be evaluated again. When enlarging recipes, the ratio of ingredients to other ingredients is important to the end result. Some ingredients such as salt, onions, and seasonings do not provide the desired taste when increased. These ingredients can affect the resulting flavor of the food product.

Because most cooks strictly follow standardized recipes to prepare food items each day, cooks usually are not allowed to experiment with daily food preparation. Development of new recipes and new menu items gives cooks the opportunity to use their creativity and knowledge to formulate an ideal recipe.

Recipes usually can be enlarged by calculating yields through a conversion formula and conversion factor. A *yield* is the amount of finished product that is produced by the recipe, such as a quart of sauce. The *conversion formula* is a formula for dividing the desired yield by the original recipe yield. This determines the *conversion factor*, which is the number that is multiplied with each

food ingredient's quantity in the original recipe. The result is the new quantities of ingredients to be used in the enlarged or converted recipe.

To enlarge a recipe, the conversion formula and conversion factor should be used as described below.

1. Divide the desired yield by the original yield to get the conversion factor.

$$\text{Desired Yield} \div \text{Original Yield} = \text{Conversion Factor}$$

2. Multiply the conversion factor by the quantity of each ingredient in the original recipe to get the new quantities to use for the enlarged recipe.

$$\text{Conversion Factor} \times \text{Original Quantity} = \text{New Quantity}$$

Adjustments and careful evaluation are required when enlarging recipes. Cooking times, temperatures, mixing speeds, and types of utensils and equipment used can be affected. Sometimes other ingredients or procedures have to be substituted for stated ingredients or procedures in order to produce the desired results or a better product. The enlarged recipe must be tested and evaluated several times in order to arrive at the final recipe with the desired results. Part of a recipe's evaluation includes its marketability, popularity, yield, and cost. Once a recipe is approved, it is considered a standard recipe and can be used by the food operation and kept in a permanent recipe file.

Standardized recipes should be written and filed in the appropriate categories including entrees, desserts, vegetables, sauces, and soups. Standardized recipes should always be written down. Recipes should never be left to a cook's memory, because cooks and chefs could resign. Preferably, two or three copies of recipes should be made and filed in different locations.

MENU SPECIFICATIONS

Once menus and standardized recipes have been planned and developed, food operation managers, chefs, and buyers can develop menu specifications that will be used for purchasing food and beverage supplies. *Menu specifications*, also called purchase specifications or specs, are statements that describe the characteristics of a food product, ingredient, or condiment used by the food operation for food production. Specs help the buyer purchase exactly what the food operation needs on a consistent basis.

Specs are designed to help the buyer purchase needed items for the food operation at an economical price. Specs help food operations control costs and quality; prevent miscommunication among purveyors, buyers, and users; allow other employees to conduct purchasing duties in the buyer's absence; train assistant buyers and managers; and encourage bidding among purveyors for specific products.

Specs include the following information:

- menu item
- product
- code (standardized number used to describe exact requirements of an item, such as a cut of meat)
- quantity needed

- grade
- yield
- brand
- size
- number of items per package
- unit on which the price is based (can, pound, or case)
- trim factor (the amount or type of trim for a cut of meat)
- weight range
- method of preparation or tenderization
- area of origin
- packaging
- portion size
- condition
- age
- any other pertinent information that would help the buyer and purveyor provide the exact item the food operation needs

The United States Department of Agriculture (USDA) can provide information to help managers and chefs who are preparing specs for food items. The USDA informs buyers about the various grades and characteristics of food products such as meats, vegetables, and fruits.

Managers should prepare typewritten lists of all supplies and their specifications for the food operation. The lists should be placed in a binder in the office of the manager or buyer for protection. Managers may want to give copies of the specs to purveyors so that they will know what the food operation requires.

CONVENIENCE FOODS AND THEIR USES

Today more high quality convenience foods are available than a few years ago. Convenience foods were previously used only by food operations with low budgets and low quality standards. Although most food operations prepare almost all their food from scratch, those that purchase many convenience foods still must have knowledgeable employees to purchase, handle, serve, and control costs associated with the convenience foods.

Convenience foods are partially prepared food products or ingredients that save food production time. Many convenience foods have been prepared to the point of being ready to heat. They usually can be prepared with a minimal amount of labor or cooking time. Convenience foods are available fresh, frozen, canned, dehydrated (water is removed), freeze-dried (frozen quickly and vacuum dried), dry, or vacuum-packaged. (Food is prepared and then sealed in plastic and the air is vacuumed out. The vacuum-packaged food then must be stored in the refrigerator.) Convenience food items also are available in standard portion sizes, which makes it easier to determine accurate costs per portion. Some food operations use a combination of convenience foods and food items that are made from scratch. Convenience foods usually are more expensive than foods made from scratch, but the expense is offset by the savings of time, energy, and labor.

A food operation's decision whether or not to use convenience foods is based on an evaluation of the food and labor cost comparisons between convenience foods and foods made from scratch. If kitchen employees are unskilled or staff size is small, the food operation might consider using convenience foods. They could operate with a small number of kitchen employees and use convenience foods. Convenience foods incur higher food costs, but labor costs would be lower than they would have been if the food items were made from scratch.

Most customers can tell the difference between convenience foods and food items made from scratch. Whatever type of product is selected, it should be

consistent with the image the food operation portrays. High service level restaurants do not use many convenience items except for some dessert items, although they do make some desserts from scratch. Customers would not allow these restaurants to serve frozen convenience entrées for the prices charged and the image portrayed.

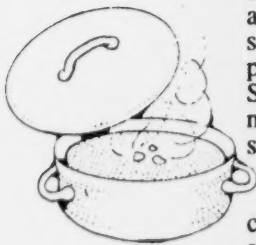
COOKING PRINCIPLES

Many cooking principles are the same for small and large quantity cooking. The understanding of these cooking principles and special techniques helps cooks determine how large quantities of food are affected by different types of heat and equipment. Understanding these principles also helps cooks improve cooking skills and produce consistent food products.

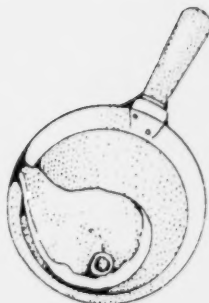
The amount of time needed to cook items depends on temperatures used, characteristics of food items, amounts and temperatures of food items, and the speed of heat transfer characteristic of the chosen cooking method. Steam is a better conductor of heat than air, which is why it takes longer to bake a vegetable than to steam a vegetable. Convection ovens heat better than conventional ovens because the forced air in the oven transfers heat rapidly. Cooking with convection ovens is faster than cooking with conventional ovens.

Four cooking methods are used in commercial kitchens. The methods include dry heat, moist heat, dry heat using fat, and radiation cooking. Each method produces a different type of flavor in the foods being prepared.

Dry-heat cooking methods are cooking methods that surround food with hot, dry air. They include baking, roasting, and broiling. **Moist-heat cooking methods** are methods that use liquid to cook foods. Boiling, steaming, poaching, simmering, and braising are examples of cooking with moist heat. As much as possible, care should be taken during moist-heat cooking to prevent nutrient loss. Steam is an excellent method of moist-heat cooking because nutrient loss is minimal; foods maintain their shape and color and are cooked rapidly. Special steam cookers are used for steaming foods.



Broths and stocks are cooked using moist heat. A **stock** is a strained and concentrated extract prepared by simmering bones, meats, poultry, vegetables, or seasonings in a large amount of water. Soups are made from stock. Slow cooking creates more flavorful soup. Food operations often have a stock pot on a range for continuously simmering ingredients to produce stock. The slow cooking of the stock's ingredients brings out the ingredients' juices and flavors and the meats' gelatinous substances. The ingredients used to make soup vary the flavor. Consistent ingredient selection, preparation, and care are required to consistently produce a quality soup.



Dry-heat cooking using fat means cooking food with dry heat in fat. Sautéing, pan-frying, and deep-frying are examples of dry-heat cooking using fat. Fried food should have a golden color and a crisp surface when it is done. Fat with an off flavor indicates it is bad. Heated fat breaks down, and if hot enough, will deteriorate and smoke. The **smoke point** is the temperature at which fats begin to smoke. When deep-frying, a fat that has a high smoke point should be used.

The preparation of some foods may require exposure to dry heat, moist heat, and frying to produce a certain flavor or texture. Cooking with a combination of methods may be done in a series of steps or all in the same container. A combination of methods may be used to make stew and pot roast or to braise and **fricassée** (to cook meat in fat without browning then adding liquid to make a stew) foods.

Radiation cooking methods are methods of cooking with energy that is transferred to food by waves, such as infrared radiation or microwaves. It is often characterized by the equipment used to cook food, such as microwave ovens and infrared ovens. Energy is transferred in waves which become heat when they touch the food item. Microwaved foods continue to cook a short time after the oven is turned off. Most food operations use microwave ovens to reheat or thaw foods, but microwave ovens can be used for initial cooking.

Meat has connective tissues that surround muscle fibers and structures. **Tenderization** methods sometimes are needed to soften or break connective tissues in less tender cuts of meat. Tenderization is performed by additives, mechanical methods, or marination. Additives include enzymes, salt, and vinegar. Mechanical methods include beating, cubing, pounding, scoring, grinding, chopping, or dicing. Marination includes oils, juices, acids, wines, or sour cream. Less tender meats should be cooked using moist heat to tenderize the meat and prevent excess dryness. Tender and thick cuts of meat should be cooked with dry-heat methods. The thicker the meat, the more time is needed to thoroughly cook the meat.

To test whether meat is completely cooked, cooks should check the meat's internal temperature with a meat thermometer rather than rely on outside appearances or oven settings. Roasts continue cooking for a short time after they are taken out of the oven; therefore, a roast should be removed from an oven when its internal temperature is slightly below the desired internal temperature.

Ingredients are the flavor sources for an entrée. However, seasonings sometimes are used to enhance and give extra interest to foods' natural flavors. **Seasoning** foods means enhancing the natural flavor of the food without changing the flavor. **Flavoring** foods means adding new flavors to food by modifying the food's original flavor. Flavorings should be added at the beginning of cooking and seasonings usually should be added near the end of the cooking process.

When carbohydrates are cooked, either caramelization or gelatinization occurs. **Caramelization** is the browning of sugars. The brown color of bread crusts is the result of caramelization. **Gelatinization** occurs when starches absorb water and swell, causing the food to become thickened. Gelatinization is used to thicken sauces used in pastries. Cooked cereals usually are prepared by steaming or boiling, which causes the starch to gelatinize.

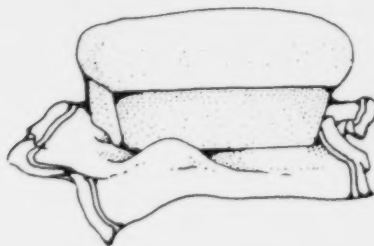


Special care must be taken when cooking vegetables and fruits. Heat, baking soda, and alkalies cause vegetables and fruits to soften. These elements break down fiber substances that provide the structure and firmness of these foods. Alkalies cause nutrient loss and mushy textures when added to foods being cooked. Sugar helps keep fiber firm. Fruits cooked with sugar are more likely to stay firm and keep their shape.

Nutrients, flavor components, and pigments can be lost in cooking. These can be preserved as much as possible by selecting appropriate cooking methods. To prevent nutrient loss and poor appearance, vegetables and fruits should be cooked carefully and for as little time as possible. Steaming is a good cooking method for fruits and vegetables because it helps preserve their natural qualities and nutrients better than most other cooking methods.

Baked products are made with flour, shortening, sugar, eggs, and leavening agents such as yeast. Flour used for baking should be selected based on the intended use. Bread flour forms strong structures. Pastry flour forms weak, delicate structures. All-purpose flour is eighty parts bread flour and twenty parts pastry flour. **Gluten** is a protein in flour that forms an elastic, sticky, spongy mass when flour is combined with moisture. Shortening prevents the sticking of

gluten particles, which ultimately produces the tenderness of baked products. Sugar sweetens and tenderizes food. Eggs enhance baking qualities of baked foods, act as binding ingredients, and provide volume, tenderness, flavor, and nutrients. Leavening agents provide texture and volume to baked foods and must be measured exactly and added carefully. Batters and doughs may be mixed, blended, and kneaded using large blenders and mixers. Yeast that is commercially produced for baking is a fungus that can ferment carbohydrates. It is used as a leavening agent to create fullness and height to baked products. Before items that contain yeast are baked, time must be allowed for the yeast to ferment and grow (proof). Yeast proofs best at temperatures between 78°F to 90°F.



Different types of salads may be served as appetizers, side dishes, main dishes, desserts, and on salad bars. Salads consist of a base, body, garnish, and dressing. Contrasts in color, flavor, and texture are important in salad preparation; therefore, many ingredients are used to prepare salads. Salad greens make up the base of most salads and include any of a variety of lettuce or other green leafy vegetables. Salads are made of lettuce, raw vegetables, eggs, meats, fruits, and/or gelatins. Salads should be prepared as close to serving time as possible because most salad ingredients are highly perishable. To preserve the ingredients' crispness, salads should be refrigerated and kept moist. Dressings may be added for flavor. Individual salad ingredients should be kept moist, placed in a plastic bag, and refrigerated.

Gelatin salads are made with *gelatin* which is a tasteless, odorless mixture used to thicken various foods. The gelatin must be softened and dissolved to create a uniform structure. Fruits and sugar should be added to make the gelatin firm and to create a delicious flavor. Some fruits cannot be used because their acids do not allow gelatin to gel. These fruits include raw pineapple, figs, and papaya. Gelatin salads should be chilled for twenty-four hours. They should be kept chilled until served. Gelatin salads often are molded into decorative shapes, which produce attractive, festive salads.

FOOD PORTIONING

Food portioning means to divide food into equal sized portions or servings. This division can take place at the time of purchase, during food preparation, when serving, or when packaging food items. **Standard portions** are portions of the same size. Standard portions ensure that each customer receives the same size portion as all other customers. **Portion control** means measuring, regulating, and using other techniques to ensure standard sized servings.

Effective portion control is required to keep food costs in line and to give all customers consistent sized servings. Food portioning is important. Food portioning helps control food cost percentages. Menu prices are planned with a certain food cost percentage in mind. Portions are designed to be within the food operation's desired food cost percentage, which is the basis of the menu price. If food costs are too high, food operations can get into financial trouble. If food

costs are low, prices charged on the items allow the food operation to make a large profit. This is unfair to customers.

Food portioning utilizes portion scales. For example, if a customer orders an eight ounce New York Strip Steak, the cook will cut the steak strips off of a striploin (a cut of beef) using a portion scale to make sure that strips are the correct weight within a small variation. If steaks weigh too much, they are trimmed and scraps are used for another item, such as a small breakfast steak.

HOLDING AND STORAGE TECHNIQUES

Foods must be kept out of the danger zone temperatures to prevent food-borne organisms from growing and causing illnesses. Cooks should place containers of hot foods in ice and stir them continuously in order to rapidly cool the food within thirty to forty-five minutes. Once the food reaches an acceptable temperature, it should be placed in the cooler. If foods are not iced, the cooling period will take several hours rather than minutes. For much of that time, the temperatures would be within the danger zone and food-borne organisms would be allowed to grow. Foods and leftovers to be stored should be placed in a clean container, wrapped, labeled, and dated. Foods stored in freezers must be covered to avoid freezer burn.

Fish must be stored on ice on a perforated pan in coolers or freezers. A solid pan should be placed underneath so that melted water from the ice can drip from the perforated pan into the pan below. Fish should not be stored in water.

Representatives of dairy companies usually check dates on dairy items, replace used stock, rotate the remaining stock with new replacements, and remove outdated products that have not been used. The food operation usually is reimbursed or given credit for old or bad dairy products that are removed.

Pie cabinets are like small coolers used for storing and displaying desserts. They must be kept clean and refrigerated to prevent the growth of food-borne organisms and to provide pleasing displays of desserts.

Salad bars are used to display and store salad ingredients and dressings. They are required to have sneeze guards to prevent germs from contaminating the food and other people. Ice in salad bars should keep salads and salad ingredients below 45°F. Salad bars must have sufficient ice to keep food out of danger zone temperatures. Salad bar temperatures should be checked frequently with thermometers.

Bain maries and steam tables hold foods that are ready to serve at temperatures of about 180°F, which is just below the boiling point. Indirect steam heat is used to keep food warm.

Dry foods, such as grains, should be covered and stored at room temperature. Some food operations use dehumidifiers in storage areas to keep humidity levels low. Humidity can adversely affect some foods, such as rice and grains.

Food should never be stored on the floor. It must always be stored on a rack, crate, or shelf above the floor. Fruits and vegetables should be stored in the containers in which they were delivered. They should be handled as little as possible to avoid bruising.

Cleaning supplies should be kept in a separate storage area from food supplies. Cleaning supplies also should not be left out in the open. Supplies should be returned to the storage area immediately following use.

Points to Remember

- Quantity food production is more complicated than food production at home. Consistency is an important aspect of quantity food production that must be accomplished.
- Menus are lists of the foods and beverages prepared, served, and sold to customers by a food operation. Menus also are merchandising tools and part of the customer's first impression of the food operation.
- Food operations must keep quantity food production in mind when planning and designing new menus.
- Menu planning is the process of selecting food and beverage items that are acceptable by the management and customers while keeping all aspects of a food operation in mind.
- In menu planning and daily management, managers and chefs should remember the equipment's cooking capacity; divide workloads among the equipment and workers; select items that cooks are able to prepare; and use foods that are in season or available locally.
- Waste affects food costs; therefore, total utilization of food items on the menu should be planned.
- Banquet menus are designed for large quantity food production and contain food items suitable to such production. Banquet menus also should be designed with speed, efficiency, cost, and product availability in mind.
- Baking, roasting, and grilling are good, simple, large volume cooking methods.
- Food operations such as restaurants design menus that fit the kitchen and equipment available. These food operations do not want to serve items that require a large amount of labor, they want to serve items the kitchen can easily prepare.
- Choosing basic ingredients from which several food items can be made help the kitchen plan menu items that can be made from the same ingredients. This type of planning will result in simplified purchasing, location of suppliers, and food production.
- A standardized recipe is a recipe that is developed by a particular food operation for use with its equipment, by its cooks, and to be served to its customers.
- Standardized recipes are designed so that anyone skilled in cooking can prepare the recipes.
- Standardized recipes help control food costs.
- Recipes are enlarged through the use of the conversion formula and conversion factor.
- An enlarged recipe must be tested and evaluated several times in order to arrive at the final recipe with the desired results. Part of a recipe's evaluation includes its marketability, popularity, yield, and cost.
- Menu specifications describe the characteristics of a food product, ingredient, or condiment used by the food operation for food production. Specs help the buyer consistently purchase exactly the items the food operation needs.

- Convenience foods are partially prepared food products or ingredients that are used to save food production time.
- The decision whether or not to use convenience foods is based on an evaluation of the food and labor cost comparisons between convenience foods and foods made from scratch.
- Many cooking principles are the same for small and large quantity cooking. The understanding of these cooking principles and special techniques helps cooks determine how large quantities of food are affected by different types of heat and equipment. Understanding these principles also helps cooks improve cooking skills and produce consistent food products.
- Four cooking methods may be used in commercial kitchens. The methods include dry-heat cooking, moist-heat cooking, dry-heat cooking with fat, and radiation cooking.
- Tenderization methods sometimes are needed to soften or break connective tissues in less tender cuts of meat.
- Caramelization or gelatinization occurs when carbohydrates are cooked.
- Nutrients, flavor components, and pigments can be lost in cooking. These can be preserved by selecting appropriate cooking methods.
- Effective portion control is required to keep food costs in line and to make sure all customers receive consistent sized servings.
- Foods must be kept out of the danger zone temperatures to prevent food-borne organisms from growing and causing illnesses.
- Cooks ice down hot foods in order to rapidly cool the food within thirty to forty-five minutes. If foods are not iced, the cooling period will take several hours rather than minutes, much of that time the temperature of the food would be within the danger zone temperatures and food-borne organisms would be allowed to grow.

Words to Know

caramelization
convenience foods
conversion factor
conversion formula
dry-heat cooking methods
dry-heat cooking using fat
flavoring
food portioning
fricassée
gelatin
gelatinization
gluten
menu planning
menus

menu specifications
moist-heat cooking methods
portion control
profit
radiation cooking methods
seasoning
smoke point
standardized recipe
standard portions
stock
tenderization
universal food products
yield

Questions for Review

1. How are menus used in food operations?
2. What are standardized recipes, what are they used for, and why are they important?
3. What are the purposes of menu specifications?



4. How do food operations use convenience foods?
5. Why is the understanding of cooking principles important to quantity food production?
6. How do food operations portion food?
7. What display and storage techniques are used by food operations? Why are they important?

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Food Presentation Techniques

ESSENTIAL ELEMENT

- Demonstrate a variety of food presentation techniques.(v5G)

OBJECTIVES TO ACHIEVE

- Explain the importance of attractive food presentation.
- Summarize correct procedures for plating food.
- Review correct procedures for garnishing food and beverages.
- Describe correct packaging techniques for fast food and takeout food.

Food presentation techniques are important to customer satisfaction. Techniques for food presentation include procedures for plating food, garnishing food and beverages, and packaging fast food and takeout food. Food presented properly makes customers happy and contributes to the business' success.

IMPORTANCE OF ATTRACTIVE FOOD PRESENTATION

When people see attractively prepared meals, their digestive juices are stimulated making them eager to eat. Much of a food operation's success depends on **food presentation**, the act of making food attractive and exciting to customers' eyes. The job of the cook or chef is to make food look interesting and exciting to customers. Food placed sloppily on plates or food with bland colors does not appeal to customers. The success of a food operation depends on making customers happy. Effective food presentation involves the following:

- making the food look appetizing on the plate or serving dish
- using proper cooking techniques so that food looks like it should, not mushy or discolored
- being neat and professional when plating foods
- understanding plating techniques

Attractive food presentation depends largely on plating techniques which include balance, garnish, proportion, and arrangement. **Balance** means providing variety and contrast to create a result that is neat rather than awkward. **Garnish** means to adorn

or decorate food with some kind of ornamentation. **Proportion** is the harmonious, balanced relationship between the food items on a plate, their portion sizes, the plate size, and the total visual effect created. **Arrangement** means placing food on the plate so that colors, shapes, and textures will contrast; all food items will be conveniently accessible to the diner; and the plate will have a simple, neat appearance.

Having more than one color on a plate makes it more interesting, which is why color contrast is important. For example, which is more interesting, a plate of chicken fried steak with cream gravy, mashed potatoes, and cauliflower or a plate of chicken fried steak with cream gravy, broccoli, and carrot slices? The first plate would be all one color and would look bland. The second plate would have three contrasting colors which would be more colorful than the first plate.

Meat or main entrée items often do not have vibrant colors; they are usually shades of brown. Therefore, vegetables, fruits, and herbs are used to create contrasts and to add interest. Meals with various colors of vegetables, fruits, or salads often do not need garnishes to be appealing to the eyes. However, some food items need added garnishes to enhance the appearance of the plated food. For example, a popular meal of steak, baked potato, and toast needs a garnish. The three food items are brown. A freshly cut sprig of an herb placed on the plate or on the meat entrée can make the meal more appealing to the senses of sight, taste, and smell.

Selection of china also is important to food presentation, especially the rim of the china plate. China rim patterns are more elaborate today than in the past. The rim patterns may consist of simple patterns, intricate patterns, solid color bands, and/or gold or silver bands.

Food operations must be careful about the type of china they select for plating foods. An elaborate rim can overstate the food, taking appeal away from the food and directing it to the plate. For this reason, many food operations select simple patterns or neutral colors for their china. Chefs want attention drawn to the food in the middle of the plate, not to the plate's rim.

When choosing items for menus, chefs and food operation managers select entrées for appearance and color. A restaurant does not want every item on the menu to have white sauce or every item to have brown sauce. A selection should be available. Entrées usually are served with the chef's selection of vegetables, rather than the customer's choice. Chefs select vegetables that complement the entrée in taste, quality, texture, temperature, and appearance so the plated meal will look appetizing.

Starchy foods are the most limited, least versatile food presentation items because they lack color. When chefs use starchy foods, they must create ways to add more color to the plated food. Garnishes may be placed near the starch item, or the chef may select a more colorful vegetable. Chefs often place a sprig of fresh herb or parsley on top of the entrée to add color to the meal.

PROCEDURES FOR PLATING FOOD

Two key principles are important to remember when plating food: 1) remove moisture and grease and 2) create a picture with food.

The first principle, removing moisture or grease, must be followed. Moisture or grease should be drained off food items before they are placed on the plate. Moisture and grease on the plate ruins the food presentation. Liquids will run all over the plate making food soggy and diluting sauces. Grease creates an unattractive appearance and causes food to have an unpleasant taste. Plates must be dried

thoroughly before placing food on them, especially if they have just been removed from the dishwasher. Grease and other liquids must be thoroughly drained from food. Perforated spoons should be used to drain liquids from foods and skimmers should be used to remove grease and scum from the surfaces of sauces and gravies.

A perforated spoon should be used to place vegetables on plates. The perforated spoon allows liquids to drain off before the food is put on the plate. Perforated spoons help eliminate the possibility of having too much liquid on the plate. Since most food operations use pressure steaming for cooking vegetables, nutrient loss is minimal; therefore, few nutrients are lost by draining moisture from the food before serving.

Cooks and chefs strive to create an appetizing picture when plating food. Food items should be placed where their colors will enhance other items on the plate and make the meal appealing to a customer's eyes. Meat or main entrées usually should be placed at the front of the plate as it faces the customer, with other food items surrounding the main entrée on two sides. A garnish may be added to provide contrast. There should be no spots or drips on plate rims. Leaving spots or drips on plates is sloppy and unprofessional. The last person in the banquet, catering, or restaurant production line (often the server) is the quality assurance person. This person makes sure each plate looks right, is plated well, and has a clean rim. If the plate does not pass the quality assurance inspection, the plated meal should be sent back to the cook to be plated again.

An important aspect of plating techniques is separating the food items so the customer can see part of the plate between food items. For appearance sake, food items should not touch each other, the rim of the plate, or have juices running and blending together. The plate should be dry and neat in appearance. Food items on the plate should divide the plate into three sections with each food item separated from the others.

To retain food quality and achieve an appetizing meal, hot foods should be served on hot plates and cold foods should be served on cold plates. When foods are served on hot plates, servers should warn customers that the plate is hot so customers will not touch the plate and burn their fingers.

PROCEDURES FOR GARNISHING FOOD AND BEVERAGES

Food garnishes complement the food entrées by making the food appear more appetizing. Fresh herbs and fruits are popular garnishes. A garnish should be edible and colorful. The type of garnish and its flavor should go well with the food or beverage item and its flavor. A peach slice may be a good choice for garnishing a chicken or turkey entrée, but not necessarily appropriate for a vegetable dish. Garnishes that contrast in color but do not clash are good selections. Natural colors such as orange, red, yellow, and green are the most appealing. Examples of popular garnishes include parsley, watercress, dill, mint sprigs, cut chives, chicory leaves, tomatoes, cucumber slices, mushrooms, radishes, green pepper rings, onion rings, olives, pickle slices, pimentos, citrus fruit slices, spiced apple rings, frosted grapes, pineapple rings, kiwi fruit slices, strawberries, peach slices, cranberries, boiled egg slices, and almonds.



DILL



PARSLEY



MINT



CHIVES

Garnishes make the plated food more appealing through color or design. A sprig of dill or tarragon leaves (seasoning) placed on top of an entrée adds color and highlights the entrée. Garnishes also are used to decorate some beverages. Celery sticks can be placed in tomato juice or lemon or lime wedges can be placed on the rims of glasses of lemonade or iced tea. Garnishes that are designed, such as vegetables shaped like roses, are used to make meals more glamorous.

Chefs do not use garnishes as much today as they did in the past. The reason for this trend is that chefs now believe garnishes only clutter the plates. Chefs believe the appearance of the food should speak for itself. Today, chefs consider color, freshness, and variety when preparing entrées and creating meals. In the past, heavy sauces were used regularly, which needed garnishes. Today, chefs often use light sauces and foods like baby vegetables, which are very colorful, instead of garnishes.

Fresh fruits are popular garnishes today because they are light, colorful, and tasty. Fruit garnishes may be placed as they are on plates or changed to become more decorative. For example, grapes may be dipped in sugar or lemons may be carved into shapes of baskets.

Crawfish and vegetables also are used as garnishes. Crawfish may be placed on veal or Cajun dishes. Fruits and vegetables also can be made more decorative. Tomatoes may be carved to look like roses, or cucumbers may be shaped to resemble baskets with finely minced carrots and bell peppers placed in them.

The following garnishing principles help cooks make meals more attractive.

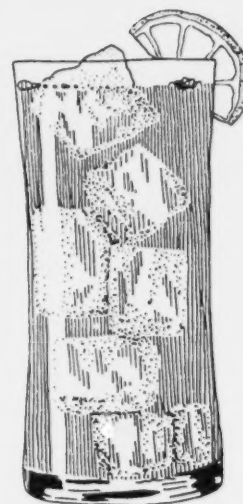
- The selected garnish should always be fresh and of high quality.
- When more than one garnish is used, spread them out and do not clump them together.
- Odd numbers of garnishes are more aesthetically pleasing than even numbers.
- The garnish should be placed on the plate in a place where it will keep its correct temperature so that freshness and quality will remain constant throughout the meal.

PACKAGING TECHNIQUES

The emphasis on fast-food and takeout packaging is placed not so much on appearance as it is on heat retention. Styrofoam containers and foil wraps are good for heat retention of fast foods and takeout foods.

Menu items available for takeout may be selected for dryness. Dry foods do not create the problems of leaking out of containers. If sauces or dressings are needed with takeout items, they should be placed in separate, tightly sealed containers.

Packages for fast foods and takeout foods should be sturdy enough to allow normal handling. Packages may provide the food operation with an opportunity to advertise items, prices, and ordering instructions. Directions for reheating takeout items also may be placed on packages.



Points to Remember

- When people see attractively prepared meals, their digestive juices are stimulated making them eager to begin eating.
- Food placed sloppily on plates or food with bland colors does not appeal to customers. The success of a food operation depends on making customers happy.
- Food presentation involves making the food look appetizing on the plate or in the serving dishes by using proper cooking techniques; being neat and professional when plating foods; and understanding plating techniques. Plating techniques include balance, garnish, proportion, and arrangement.
- Chefs or cooks begin good presentation by selecting food with contrasting colors that complement the main entrée and make the meal more interesting.
- Meat or main entrée items often do not have vibrant colors. Therefore, vegetables, fruits, and herbs are used to create contrast and add interest.
- Meals with a variety of color in vegetables, fruits, or salads often do not need garnishes to make them appetizing.
- Managers of food operations must be careful about the type of china they select for plating foods. Elaborate patterns on rims can overstate food, taking appeal away from the food and directing it to the plate. A simple pattern or neutral color usually is a good selection.
- Items on a plate should be separated so that the customer may see part of the plate between food items. Food items should not touch each other, the rim of the plate, or have juices running and blending together.
- Two key principles are important to remember when plating food: 1) remove moisture and grease and 2) create an appetizing picture with food.
- Moisture and grease on food ruins food presentation.
- To create a picture when plating food, food items should be placed where their colors will enhance other items on the plate and make the meal appealing to the customer's eyes. Main entrées usually should be placed at the front, with other food items surrounding the main entrée on two sides. Garnishes may be added to provide contrast, if needed.
- Garnishes are additions used to decorate and complement an entrée or beverage to make it appear more appetizing or appealing.
- A garnish should be edible and colorful. The type of garnish and its flavor should go well with the food item and its flavor.
- Chefs do not use garnishes as often today as they did in the past because they believe that the appearance of food should speak for itself and that garnishes clutter plates and should only be used when necessary.
- Garnishing principles that help cooks make meals attractive include selecting fresh, high quality garnishes; spreading garnishes throughout the plate; using odd numbers of garnishes; and keeping the garnish at its preferred temperature.
- The emphasis of fast-food and takeout packaging is placed on heat retention.
- Menu items available for takeout should be selected for their dryness, because liquids can leak out of containers.

**Words to
Know**

arrangement
balance
food presentation
garnish
proportion

**Questions
for Review**

1. Why is attractive food presentation important?
2. What principles are important to remember when preparing an effective food presentation? Why are the principles important?
3. What principles are important to remember when plating foods? Why are these principles important?
4. How should foods be plated?
5. Why are garnishes used on plated foods or beverages? Why is the use of garnishes important?
6. What principles are important to remember when garnishing plated food or beverages?
7. How do chefs and cooks garnish food?
8. What principles are important to remember when selecting foods for a takeout or fast-food menu? Why are these principles important?

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Food Server Techniques

ESSENTIAL ELEMENT

- Demonstrate food server techniques.(v5H)

OBJECTIVES TO ACHIEVE

- Describe correct procedures for greeting customers and presenting menus to customers.
- Outline correct procedures for writing, placing, and picking up orders.
- Demonstrate correct procedures for serving food and beverages.
- Discuss correct procedures for completing sidework.
- Explain the importance of cooperating with co-workers.
- Review banquet service techniques.
- Analyze techniques used to market food service operations to targeted customers.

From the moment customers enter a food operation until they begin dining, important impressions are made. Customers evaluate a food operation during this time.

Customers base their evaluations of food operations on the way they are greeted, seated, presented menus, informed of menu offerings, assisted in ordering, and served. Customers also evaluate the attitudes exhibited by the host/hostess, servers, and other employees customers encounter. They also evaluate the amount of time they have to wait for services. If customers have to wait a long time to be noticed, seated, served, and provided follow-up service, they will not be pleased with the food operation and possibly will not return in the future.

Between the time when customers are greeted by the host/hostess and the time when they are served their meal, customers are waiting and do not have anything to occupy their time. The attitudes and service expressed by employees give customers impressions about the food operation. Customers also evaluate follow-up service

offered during the meal; however, this period is less impressionable because customers are occupied with eating the meal. But if customers are not provided enough follow-up service during this time, they will certainly notice. Customers do not like to be left needing a beverage refill and having to look around the dining room for the server to get his or her attention.

GREETING CUSTOMERS AND PRESENTING MENUS

A maitre d'hotel, maitre d', or host/hostess greets customers as they enter the food operation. In this text, the term host/hostess will be used to represent the maitre d'hotel, maitre d', and host/hostess. To greet customers, the host/hostess should smile and welcome customers by saying, "Good evening" or another appropriate greeting. The host/hostess often assists customers with coats and packages. In food operations which require reservations, the host/hostess asks the customers if they have made a reservation. After the customers give the name of the reservation, the host/hostess checks the name off the reservation book and escorts the customers to the reserved table.



If customers do not have reservations or if reservations are not required, the host/hostess should find out how many people are in the party. The **party** is the group of people that are dining together. The host/hostess selects an appropriate table and escorts the party to the table. As they reach the table, the host/hostess should ask the customers if the table is acceptable. After customers accept the table, the host/hostess should pull out chairs to seat the female customers. The best seat at the table should be pulled out for the female in a party of two or for the oldest female in a larger party. At wall tables, women should be seated on sofa seats along the wall and men should be seated on the other sides of the table in chairs.

Customers have the choice of dining in either a smoking or nonsmoking section. The host/hostess should ask for the customers' preference when reservations are made or after they have been greeted if no reservation has been made. The host/hostess should try to balance the number of customers among the wait staff's stations so that one server's station is not overburdened while other stations are lightly filled. A server's **station** is the area and tables assigned to a server. Older guests are usually placed in quiet sections close to the entrance so that they do not have to walk far. Attractive people should be placed where they can be seen.

Before the host/hostess presents menus to customers or asks for beverage orders, he or she should allow customers to be seated and make themselves comfortable. Some food operations may have servers fill beverage orders before presenting menus. Other food operations have hosts/hostesses present menus immediately after taking beverage orders. Customers can look at their menus and decide on their order while beverages are being prepared.

The host/hostess should place a menu on the table in front of each customer or hand one to each customer. Servers and hosts/hostesses in some food operations place menus on the tables before customers are seated. Servers should not stack menus in the middle of the table. Employees who do this are not exhibiting professional service and are not reflecting a good image of the business.

Food service practices must reflect the atmosphere, location, and type of food operation. At some food operations, customers are in a hurry and should receive the menu immediately, not after drinks have been ordered and/or served. At some "mom and pop" diners or coffee shops, customers may not be offended or notice the manner in which they are greeted and menus are presented. In formal food operations, menu presentation may involve presenting the menu opened into the customer's hands. When a menu is presented open, it is considered an extra

courtesy to a customer, because the customer does not have to make extra effort to pick up and open the menu. Instead, the customer is offered the opportunity to read the menu right away. Some formal food operations prefer to present the menu closed.

When presenting menus, servers or hosts/hostesses should bend at the waist, keep a straight back, and keep one hand behind the back. Servers and hosts/hostesses should not appear slouched or sloppy. After beverage orders are taken and menus presented, the host/hostess should remove or add place settings (china or silverware) as needed. In fine restaurants, place settings are removed or added before the customers are escorted to the table. Ice water also may be presented or poured as menus are presented or beverage orders taken. Some food operations bring ice water when presenting the menus. This is a common occurrence during lunches.

Customers often ask servers to help them decide which menu items to order. Customers may need additional information or descriptions about food items to help them decide. When a server tells a customer about a special of the day, this is a verbal message called *selling the menu*. Servers must thoroughly know the menu and understand how each item is prepared in order to give customers accurate information and pronunciations of menu items. Knowing the menu also includes knowing which food items come with entrées each day and which foods are in season. Menu information is important to customers because many customers have personal and health preferences that must be accommodated when selecting food items. *House specials* are specialty items food operations prepare. Food operation managers encourage servers to suggest these items to customers.

WRITING, PLACING, AND PICKING UP ORDERS

Servers follow certain etiquette when taking customer orders and serving foods and beverages. When a man and woman dine together, the server should address the man. Usually, the woman tells the man her order, and the man orders for both. However, because of recent societal changes and confusion over proper etiquette, women often order for themselves. When two people of the same gender dine together, the server should address each person. When a group of customers dine together, the server should address the customer who is paying for the meal or the oldest person at the table first. If needed, the server addresses each customer beginning with the next customer to the right of the first person addressed.

Each table in the server's station is assigned a number or letter. The table number should be written on the server's ticket to help the server remember the table at which an order of food belongs. The ticket also includes the server's name or number. This number helps to identify the server who wrote a ticket if a question about an order arises or if customers leave tips for the server with the cashier.

A good abbreviation system adopted by the food operation and used by every employee is important. Servers use the abbreviation system when taking orders. Abbreviations on the customer's ticket helps the server take the order accurately and quickly as the customer makes selections. Types of tickets or checks vary among different types of restaurants. An example of a completed guest check is illustrated in figure 29.1. Servers should restate the customer's order to make sure the order is complete and accurate. Sometimes customers change their minds on their selections or add additional items to the order, all of which could create confusion. The order can be confirmed when it is restated. Cooks also must be able to read and understand the abbreviations so they will know which food items to prepare.

Server James		Check no. 44093	
Table 12			
Taste of the Town			
Qty.	Menu Item	Salad	Price
1	Las	vd0	5.95
1	Spag	House	5.95
2	T		1.50
		Subt.	13.40
		Tax	1.00
		Total	14.40

Date 4-2	No. Persons 2	Amount 14.40	Check no. 44093
--------------------	-------------------------	------------------------	---------------------------

Taste of the Town

Receipt

Figure 29.1

Servers also routinely write customers' orders in a particular sequence on the ticket to help them keep accounts of each customer's order. A server may routinely position himself or herself at a particular location at each table when taking orders. The server uses this point as a reference point or place to begin to list orders on a ticket. Some servers assign numbers to chairs around a table beginning at the reference point and write orders on the ticket in the order of those chair numbers. Other servers use directions, such as north, south, east, and west, to identify where orders belong. The reference point system is developed by each server to fit his or her own system of remembering information. Servers should not have to ask customers which entrée they ordered. The abbreviation and reference point system helps servers better serve customers quickly and efficiently. This also prevents having to interrupt customers' conversations in order to serve them their food.

Precheck machines help servers avoid pricing and calculation mistakes. With the manual system of taking orders as illustrated in figure 29.1, the server writes prices of ordered menu items on the tickets. If the server does not write the

correct prices on the ticket, revenue is lost and high food costs result. Pricing errors also result in lower tips for the server who is normally tipped a percentage of the check total. Precheck machines are programmed with the prices in memory so when orders are entered into the machine, the correct prices are listed on the ticket. Precheck machines reduce the possibility of human error in pricing.

After writing a customer's order, the server should take the ticket to the kitchen where it should be hung on a revolving wheel in the pass-through between the cook and service area. After the ticket is hung, the server should turn the wheel around so the ticket faces the cook. The cook should remove the ticket from the wheel and place it on a rack in front of the area where he or she is preparing food. The cook then should prepare the ordered dishes from the ticket information. Servers and cooks should work together to time the order. Servers should make cooks aware of the selections that may take longer to prepare than others so that all food will be cooked to order and all items in the order will be finished at the same time. For example, a steak to be cooked well done takes longer to cook than a medium rare steak. Therefore, the steak to be cooked well done should be started before the medium rare steak. This procedure is called timing the order.

While hot food items for the order are being prepared, the server should prepare and deliver cold food items, such as salads and beverages, for customers to eat or drink while waiting for the rest of their meal.

The cook should know which side vegetables and similar items go with the entrées and should place the vegetables onto the plates. After plating hot food for an order, the cook should place the plate into a heated pass-through window with the ticket. The server should gather serving equipment, sauces, and other items for the order onto the serving tray. After gathering these items, the server should check the hot food plates to ensure accuracy and quality control. The hot plate food then should be placed on the tray and taken directly to customers. When picking up the hot food for the order, the server should announce to the cook to which table the food will be taken.

It is important for servers to take hot food to customers immediately after removing it from the heated pass-through. The food should not be placed on a tray while the server gathers other items. The food would cool and the quality would suffer. The taste and texture of some foods, such as cooked fish, deteriorates rapidly after removal from the cooking process. Also, steaks become tough as they cool. Deep-fried foods may begin to taste greasy when cooled.

SERVING FOOD AND BEVERAGES

In fine restaurants, meals may be served in courses. A *course* is part of the meal served as one unit at a time. Food courses include appetizer, soup, salad, entrée, fruit and cheese, dessert, and after-dinner beverages. Each course should be eaten before the next course is served. Between each course, all dirty dishes should be removed and the table should be cleared of crumbs, trash, and equipment used in the last course. Place settings for the next course should be placed in their proper positions before the next course is served. Beverages also should be replenished during these times as well as during the courses.

When serving food, servers should follow this rule: Lower from the left, and raise from the right. Plates should be served from a customer's left with the left hand and removed or cleared from the customer's right. Customers sitting in booths cannot be served in this manner. Instead, the server must carefully serve foods and beverages across the table from the open side of the booth. The rule above does not apply to beverages. Beverages should always be served from the customer's right.

Servers should always place the main entrée in front of and facing the customer. The entrée is the most important food item on the plate. Any necessary side dishes should be placed to the right of the plate. Beverages should be served on small paper napkins or coasters.

COMPLETING SIDEWORK

Sidework involves stocking dishes, refilling condiment containers, and replacing items needed during the shift or for the next shift. Sidework is performed by servers between the times when they are caring for customers' needs as well as before and after rush periods.

Sidework also involves continuous cleaning. Cleanliness is an important part of an employee's duties. The dining area, work stations, and kitchen must be kept clean to prevent falls, spills, growth of microorganisms, and poor appearances.

If a server is serving customers but has time to perform sidework, he or she should not forget to watch the customers and provide follow-up service during the meal. Follow-up service should occur within three minutes after each course or entrée is served and a few more times during the meal. If the server does not check on customers during the meal, the customers may complain. Customers may need more salad dressing, crackers, rolls, beverages, or sauces to make the meal satisfactory. If customers are unable to obtain these, they will not be completely satisfied with the service or the meal.

Servers should present checks or tickets to customers near the end of the meal. In informal food operations, the check should be placed on the table upside down with the tabulated amounts on the side facing the table. Sometimes the check is folded. In more formal food operations, the check is placed on a tray which is placed on the table or the check may be placed in a special book. Sometimes after-dinner mints are placed on the tray with the check. Mints are given so that customers leave with a sweet taste in their mouths.

In informal food operations, customers may take the check and pay a cashier. Customers may leave a 15 percent tip at the table or with the cashier to give to the server. In more formal food operations, customers place their form of payment on the tray with the check or in the special book. The server should take the check and payment to the cashier and bring the change back on the tray or in the book to the customer. If a customer is paying with a credit card, he or she may include the tip in the amount charged on the credit voucher.

Servers should never demand a tip or gratuity, nor should they criticize the amount they receive. Unprofessional service deserves no tip, and a customer embarrassed by a confrontation will seldom return to dine again. Obviously, management would frown on this result. Some customers may return later to tip their server more appropriately if they have been treated with courtesy. The amount of the tip they left may have been due to a shortage of funds at the time.

At the end of a meal as customers depart, hosts/hostesses or servers should graciously provide information or help with coats and parcels. For example, the server can provide directions to a restroom or assist customers from out of town with directions to a point of interest. The server and host/hostess also should bid the customers goodbye in a gracious manner and ask them to return again.

COOPERATING WITH CO-WORKERS

Teamwork in food operations is important. With money on the line in the food operation business, it is easy for a server to think only of himself or herself.

However, many situations arise in which the server must ask another server or the manager for help. The teamwork approach in these situations encourages servers to help each other when needed. For example, if a server's station has more customers than the server can handle and still provide good quality service, he or she needs assistance. Other servers should assist and cooperate in all areas of providing service to customers. Cooperation also is important when picking up orders from pass-throughs. Servers should not grab each others' food orders. Servers should give assistance to other servers and be able to expect their co-workers to return the favor.

An organized team can accomplish more than individuals working by themselves. Working as a team can also provide employees with greater job satisfaction, less stress, and more confidence.

Managers should be included in teamwork. Good managers do not hesitate to help employees get through rush periods by assisting employees with food and beverage preparation, customer service, or other jobs. Teamwork among employees can be successfully attained by managers who provide appropriate leadership. Managers of food operations can encourage teamwork among employees by practicing the following:

- Allow employees to set team goals.
- Enforce work standards fairly.
- Create small groups to work on jobs as teams.
- Encourage employees to make suggestions and voice ideas.
- Discuss problems with employees before making decisions that affect them, such as changing work schedules or techniques.
- Inform employees about the business' successes and failures.
- Congratulate employees for good work.

BANQUET SERVICE TECHNIQUES



Banquet service techniques are the same as service techniques used in a restaurant, except the wait staff must be more organized. Staffing guidelines help the banquet manager ensure adequate service. For example, a staffing guideline may suggest one server for every twenty-two people at a banquet dinner. Staffing may be adjusted for the type of meal being served or the type of service. Some meals require more service than other meals. For example, if the meal is plated lobster with drawn butter (melted butter), extra service is needed for each customer. More servers may be needed and the guideline may be one server for every eighteen people.

Customers should expect good service from the caterer and wait staff. Prior to the banquet, the caterer, banquet manager, and wait staff should meet. A diagram of the table layout may be used for planning wait stations, service areas, and staffing needs. Servers must know their stations so that they do not get in each others' way. An important factor of banquet service is having enough staff members to serve the customers well.

MARKETING TECHNIQUES

Merchandising the menu means advertising the menu or items in it separate from the basic menu using various visual methods. Merchandising techniques are visual aids that purposefully reinforce the menu to suggest to customers an idea. Merchandising techniques usually promote something special or are used to increase sales of certain menu items that are often overlooked as sale opportunities, such as wine and desserts. Examples of merchandising techniques include the following:

- table displays that promote particular items

- inserts in menus that outline specials
- small take-home menus given by the cashier
- special menu items listed on chalkboards or other boards near the entrance of a food operation
- dessert carts or trays that may be taken to the customer to give visual information about the desserts, making them more tempting to the customer



Whole menu merchandising and marketing is directed toward customers. Food operations want to know the following:

- who the customers are (Is the business catering to customers who are made up of young families, young professionals, older families, couples, or business people? Are customers concerned with prices? Do they place a value on food and service or is price the only important consideration?)
- how the restaurant can attract the targeted customers
- how much money customers spend on meals
- what styles of service customers prefer (buffet, full-service, or cafeteria)

Once the food operation knows who its customers are, it can target its menu and services to those customers. Hotel food operations must offer a basic continental approach to dining and offer only a few regional items on their menus. Customers from throughout the country visit hotels and are served by these food operations; therefore, hotel food operations must satisfy these customers with menu items they are seeking. Specialty restaurants in hotels may offer only regional items such as Italian, Mexican, or Oriental food. People who live in the community are the major customers of these restaurants.

Servers in many hotel food operations are trained to know that if an item on the menu is prepared in a way that is different from what the customer wants, the kitchen can alter the preparation of the items to satisfy the customer's request. Hotel kitchen cooks often are flexible. Some food operations, however, do not change preparation as requested by customers. Today's customers are more health conscious and concerned about how food is prepared than they were in past decades. To meet this demand, many restaurants adopt menu item recipes that are approved by the American Heart Association as food items that are healthy for the heart.

Customers can be classified in several categories depending upon their situations at the time they are in the food operation. Customers can be classified as in a hurry, indecisive, dieting, angry, noisy, complaining, intoxicated, young, elderly, handicapped, blind, ill, or relaxed.

Each category of customers requires special attention. Customers in a hurry need quick service, foods that do not take long to prepare, and some courses served at the same time. Indecisive customers need extra time to make decisions about what to order, which requires the server's courtesy and patience. People on diets need to know which menu items would be acceptable with their dietary restrictions. They do not want to ruin their diet with one meal. For example, many people watch their fat and cholesterol intake for heart-related reasons. Many food operations provide menu items that are acceptable for these diets. Many menu items also are available for weight reduction diets.

Angry or complaining customers may feel the need to express their displeasure to the server and the manager. Food operation employees should keep calm, express their regrets, and try to make the situation better for the customer. Making the situation better might involve such actions as reheating a food item, replacing a spilled item, and cleaning up spills. Management should handle angry customers so that the server's other customers are not neglected. Complaints that are handled properly can save repeat business as well as the server's tip. Customers who are angry may relax, enjoy themselves, and tip well after a problem is resolved correctly.



Noisy customers may disturb other customers. If possible, they should be seated away from other customers. The manager or host/hostess may intervene and discuss the noise problem with the customers. Problems associated with intoxicated customers should be handled by the manager and the host/hostess. If the customer is alone, the manager should arrange other transportation for the customer. An intoxicated customer should not be allowed to drive. If the customer becomes involved in an accident, the food operation could be held liable for allowing the customer to drive after drinking at the business.

Young guests have special dining problems because of their age, dexterity, and height. They may need bibs, extra napkins, highchairs, and booster chairs. Families with young children also may need to be seated in quieter areas where there are fewer customers to distract the children. Infants' bottles may need to be warmed and small children may need crackers to eat while waiting for their meal. Servers should know their food operation's policies about giving families extra plates for dividing parents' meals with children.

Elderly and handicapped customers should be seated near the entrance of the food operation where it is not too noisy. The area should be easily accessible. Servers should help these customers select menu items since elderly and handicapped people may have dietary restrictions they must follow. Handicapped customers may need their walking aids stored out of the way.

The host/hostess or an accompanying customer should lead blind customers to their table. If the host/hostess leads the blind customer, he or she should take the customer's left arm and tell the customer that he or she will be led to the table. The menu should be offered to the customer, even if he or she cannot read it. The host/hostess or server should ask the customer for food preferences or describe menu items and prices. Condiment containers should be moved closer to the customer, and the server should announce which item is being served as it is served. The server should read aloud the ticket's items and total when presenting it to the customer.

Customers who are ill should be assisted by the manager immediately. The manager should make the customer as calm and comfortable as possible. If the customer is unconscious, he or she should not be moved. Management should call for medical help immediately.

All customers are equally important. They should be treated in a professional manner with the utmost respect and courtesy, not with impatience and annoyance. Special needs customers can become regular customers who are important to the business.

Points to Remember

- A customer evaluates a food operation by the manner in which he or she is greeted, seated, presented a menu, informed of menu specials, assisted in ordering, and served; the attitudes exhibited by the various employees; the amount of time spent waiting; and the follow-up service offered during the meal.
- A maitre d'hotel, maitre d', or host/hostess greets customers as they enter the food operation, assists customers with coats and packages, asks customers if they have reservations, escorts customers to tables, and seats female customers.
- The host/hostess should balance the number of customers among the wait staff's stations so that one server's station is not overburdened while the others' stations are lightly filled. Older guests should be seated in quiet sections close to the entrance so that they do not have to walk far. Attractive people should be placed where they can be seen.
- Menus should be placed on the table in front of each customer or into the customer's hands, not stacked together in the middle of the table.
- When presenting menus, servers should bend at the waist, keep their backs straight, and hold a hand behind the back. Servers and hosts/hostesses should never appear slouched or sloppy.
- Customers often ask servers to help them with their orders. Servers must thoroughly know the menu and how each item is prepared in order to give customers accurate information and pronunciations of menu offerings.
- When a server tells a customer about a special of the day, this is a verbal message called selling the menu.
- House specials are special items prepared by the food operation. Managers want servers to promote and sell house specials through suggestions to customers.
- Servers should follow etiquette standards when taking customer orders and serving foods and beverages.
- Information written on each ticket includes the number of the table, the server's name or number, and abbreviations of the food and beverage items ordered by customers.
- Using a reference point at each table, servers should write customers' orders in a particular sequence on the ticket to keep an account of each customer's order.
- Servers and cooks should work together to time the order. Servers should make cooks aware of selections that may take longer to prepare than others. When alerted, the cook may prepare the dishes in a manner that will result in all food selections for a particular ticket being cooked to order and finished at the same time.
- Hot food plates should not be placed on trays and allowed to cool while the server gathers other items. Cooling lowers the food's quality.
- In fine restaurants, meals may be served in courses including appetizer, soup, salad, entrée, fruit and cheese, dessert, and after-dinner beverages. Each course should be consumed before the next course is served.

- Servers should follow this rule: Lower from the left, and raise from the right. Beverages always should be served from the customer's right. The main entrée should be placed in front of and facing the customer. Side dishes should be placed to the right of the main dish. Beverages should be served on a small paper napkin or coaster.
- Sidework includes continuous cleaning, restocking dishes, refilling condiment containers, and replacing items needed in the shift or for the next shift.
- In informal food operations, the customer's check or ticket should be placed on the table upside down with the tabulated amounts on the side turned down. Sometimes the check is folded. In more formal food operations, the check is placed upside down on a tray placed on the table.
- In informal food operations, customers pay for their meals at the cashier's stand and leave a 15 percent tip for the server either at the table or with the cashier. In more formal food operations, customers place their form of payment on the tray or in a special book with the check. The tip is placed on the tray or in the book after the customer and server have completed the check's payment.
- Teamwork among all food operation employees is important to customer service. When a server is overloaded with work, other servers should help and cooperate in all areas of providing service to customers.
- Banquet service techniques are the same as techniques used in a restaurant, except the wait staff must be more organized. Staffing guidelines help the banquet manager ensure adequate service.
- Merchandising the menu means advertising the menu or items in the menu separate from the basic menu with various visual methods.
- Whole menu merchandising and marketing is directed toward customers. Food operations want to know who the customers are, how the operation can attract the targeted customers, how much money customers spend on meals, and which service styles customers prefer.
- Once a food operation knows who its customers are, it can target its menu and services to those customers.
- Customers can be classified in several categories depending upon their disposition or character at the time they are in the restaurant. Customers may be in a hurry, indecisive, relaxed, dieting, angry, noisy, complaining, intoxicated, young, elderly, handicapped, blind, or ill. Each category of customers has special needs and methods for handling.

Words to Know

course
house specials
merchandising the menu
party
selling the menu
sidework
station

Questions for Review

1. How should menus be presented to customers?
2. What are some ways food operations merchandise their menus?



3. What are some ways that servers sell menus?
4. What is the difference between selling the menu and merchandising the menu?
5. Why is it important for a food operation and its employees to understand the customer?
6. How are customer orders written, placed, and picked up by the server?
7. How should food and beverages be served?
8. What are the additional duties of servers and when are these duties performed?
9. Why should food operation employees cooperate with their co-workers?
10. What techniques do banquet servers use?

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HOSPITALITY SERVICES

Tests and Answers for use with Reference Book

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PREFACE

Hospitality Services is part of an occupational education series that focuses on a broad range of employment opportunities. The materials may be used for one or more years of instruction. This packet includes a complete set of tests with answers for use in evaluation of students' mastery of the material covered in the *Hospitality Services* reference book. One test is provided for each chapter of the reference book. Each test includes a combination of evaluation items such as multiple-choice, fill-in-the-blanks, and short answer or essay. Students' answers may vary on items that require creative responses such as essay questions. Some questions require multiple responses. Since the required number of responses is not always specified for such items, the teacher should determine the number of responses required. It is recommended that the teacher be flexible when evaluating answers that vary from the answers provided in this packet.

Tests

CHAPTER ONE TEST

Hospitality Services Industry

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. The hospitality services industry includes
 - A. food and beverage operations and lodging operations.
 - B. hospitals.
 - C. travel agencies.
 - D. management firms.

- _____ 2. The hospitality services industry dates to the
 - A. invention of railroads.
 - B. westward spread of railroads.
 - C. Middle Ages in England.
 - D. earliest times.

- _____ 3. In what one way do hotels differ from motels?
 - A. Hotels have swimming pools.
 - B. Hotels have convenient parking.
 - C. Hotels have hallways.
 - D. Hotels provide delivery of meals to guest rooms.

- _____ 4. The hospitality services industry's growth in recent years is attributable to
 - A. the expansion of the railroads, the automobile, and the airplane.
 - B. the variety of services offered to customers.
 - C. the increase in the ease and amount of travel and the increase of people working outside of the home.
 - D. inflationary times and economic decline.

- _____ 5. Food and beverage operations are included in all of the following, except
 - A. full-service and fast-food restaurants.
 - B. bars and clubs.
 - C. snack bars.
 - D. motels.

- _____ 6. All of the following are classifications of hotels except
 - A. resort.
 - B. residential.
 - C. bed and breakfast.
 - D. luxury.

- _____ 7. Commercial hotels primarily serve
 - A. high income families.
 - B. business travelers and tourists.
 - C. occupants.
 - D. vacationers.

- _____ 8. Food service operations vary in many ways. Which of the following is not one of the ways?
- A. amount of menu choices provided
 - B. who is served
 - C. how guests are registered
 - D. how food is prepared and served
- _____ 9. Catering involves all of the following, except
- A. mobile cart service.
 - B. seated, buffet, or trayline service.
 - C. special function service.
 - D. on or off-premises serving.
- _____ 10. General managers' responsibilities in hotel and food operations do not include
- A. customer service and satisfaction.
 - B. personnel training.
 - C. budgeting.
 - D. organizational skills.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

authoritative management style
 budget
 convention business
 corporate business
 feedback

management by objective
 marketing plan
 participative management style
 transient business

- _____ 11. A type of guest business generated by people attending conferences and large meetings.
- _____ 12. A type of management that involves two-way communication between employer and employees.
- _____ 13. A document which tells the owner and manager how much income can be expected in the coming fiscal year and outlines probable expenditures for the coming fiscal year with a plan for meeting expenses.
- _____ 14. A type of management in which employer and employees work jointly to establish goals for the business.
- _____ 15. A type of guest business generated by people traveling on business trips or companies using the hotel for business purposes.
- _____ 16. A response that evaluates the performance of a service or information received.
- _____ 17. A type of guest business generated by people who are traveling to visit others or be on vacation.
- _____ 18. A document which tells owner and manager where business is coming from, what the economic climate is like, and what the competition will be like in the coming year.

Part C: Answer the following questions in the spaces provided. Use complete sentences.

19. What are five advantages and five disadvantages of working at a hospitality business?

20. What are five responsibilities general managers or department managers have in managing a hospitality business?

CHAPTER TWO TEST
Professional Ethics for the Hospitality Industry

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Many hospitality services industry laws and guidelines for handling people and situations are based on
 - A. ethical standards.
 - B. fairness.
 - C. people's rights.
 - D. all of the above.

- _____ 2. Professional ethics are systems of moral principles and standards of conduct
 - A. that govern individuals, professions, or businesses.
 - B. that are voluntarily upheld by most business people.
 - C. Both A and B are correct.
 - D. None of the above are correct.

- _____ 3. Professional ethics are important
 - A. because customers and guests want to be treated professionally.
 - B. because a person's conduct almost always affects other people.
 - C. because customers and guests expect to receive professional service.
 - D. Both A and C are correct.

- _____ 4. Each employee's actions
 - A. are ethical and moral.
 - B. affect the business.
 - C. affect the business' relationship with other individuals and businesses.
 - D. Both B and C are correct.

- _____ 5. The Golden Rule, the basic philosophy of ethics, states
 - A. "You never get a second chance to make a first impression."
 - B. "An ounce of image is worth two pounds of performance."
 - C. "Do unto others as you would have them do unto you."
 - D. "The customer is always right."

- _____ 6. Ethical behavior in the hospitality services industry involves
 - A. being trustworthy, dependable, and able to avoid illegal behavior.
 - B. having a conflict of interest.
 - C. being subjective and discriminate.
 - D. exhibiting dependability and prejudice.

- _____ 7. If a manager is involved in unethical practices, then
 - A. employees also are unethical.
 - B. employees may be innocently involved in unethical practices.
 - C. employees may receive the impression that the unethical practices are ethically acceptable.
 - D. both B and C are correct.

- _____ 8. Professionalism is important in the hospitality services industry
 A. because customers and guests expect to be treated professionally and receive professional service.
 B. because companies establish ethical policies and standards.
 C. because professional ethics must be upheld by business people.
 D. Both B and C are correct.
- _____ 9. Employees who conduct themselves with integrity
 A. develop good customer relations.
 B. build a good reputation that will follow them as they move on to better opportunities.
 C. will establish a reputation for dishonesty that will be detrimental for years.
 D. Both A and B are correct.
- _____ 10. Characteristics of a professional include the
 A. ability to place blame on other people for mistakes the person made.
 B. ability to work independently without supervision.
 C. ability to advance at the expense of others.
 D. ability to watch the clock while working.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

code of ethics
 ethical
 ethics
 Golden Rule
 kickbacks

morality
 professional
 professional ethics
 professionalism

- _____ 11. The systems of moral values, duties, or obligations that deal with what is good and bad.
- _____ 12. The ideals of right and proper conduct.
- _____ 13. Conforming to accepted professional standards of conduct.
- _____ 14. A person who conforms to the technical or ethical standards of a profession or is employed in a learned profession.
- _____ 15. Systems of moral principles and standards of conduct that govern individuals, professions, or businesses.
- _____ 16. A system of moral principles or rules for a particular organization or profession.
- _____ 17. Rewards received as payment or commission resulting from an agreement or understanding.
- _____ 18. The conduct, aims, or qualities that characterize or mark a profession or professional person.

Part C: Answer the following questions in the space provided. Be sure to use complete sentences.

19. Why are ethics important in the hospitality services industry?

20. Why is professionalism important in the hospitality services industry?

CHAPTER THREE TEST
Organization/Management Structures in the Hospitality Industry

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. A business form of organization with one owner who has sole responsibility for liabilities and running the business.
 - A. limited partnership
 - B. sole proprietorship
 - C. subchapter S corporation
 - D. corporation

- _____ 2. One disadvantage of a limited partnership is
 - A. the voting rights.
 - B. joint ownership.
 - C. limited liability.
 - D. the lack of voice in business decisions.

- _____ 3. Management operations, decisions, and functions in owner-operated businesses are performed by
 - A. the support staff of employees.
 - B. the board of directors.
 - C. the owner.
 - D. the manager.

- _____ 4. A form of business organization that is easy to start by creating an agreement among people wanting to conduct business together for profit.
 - A. general partnership
 - B. independent
 - C. sole proprietorship
 - D. franchise operation

- _____ 5. An advantage of the corporation form of business organization is
 - A. profits are taxed personally instead of at a business rate.
 - B. better status among financial institutions for fund-raising needs.
 - C. clear-cut authority in the business is known.
 - D. all profits go to the sole owner of the business.

- _____ 6. This form of business organization permits qualifying corporations to be taxed as sole proprietorships.
 - A. corporations
 - B. franchise operations
 - C. sole proprietorships
 - D. subchapter S corporations

- _____ 7. Operational/management method(s) used to conduct business include
 - A. owner-managed.
 - B. franchise.
 - C. sole proprietorship.
 - D. both A and B.

- _____ 8. A business owned by an individual but managed by a hired general manager.
 A. owner-operated
 B. sole proprietorship
 C. independent business
 D. franchise
- _____ 9. The right or license granted to an individual to market a company's goods and services in a particular territory.
 A. franchise
 B. franchisee
 C. franchiser
 D. franchise operation
- _____ 10. Several businesses with the same ownership and operational style and with the same name or different names.
 A. franchise operation
 B. chain operation
 C. independent operation
 D. corporation

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

board of directors
 franchisee
 franchiser
 general partnership
 limited partnership
 multiple-unit organizations

private corporations
 public corporations
 shareholders
 silent partner
 sole proprietorship
 subchapter S corporations

- _____ 11. Form of business organization created by statute that allows a group of people to work together for a profit with the business owners possessing all the stock in the business.
- _____ 12. Owners of a corporation form of business.
- _____ 13. A limited partner who has limited liability for business debts, claims, and losses. The partner has no voice in business decisions and no management control.
- _____ 14. Group of business people elected to operate and manage a corporation.
- _____ 15. Owner of a business who has entered into an agreement with the parent company for the right to market the franchise's goods and services.
- _____ 16. A tax option form of incorporation that permits qualifying corporations to be taxed as sole proprietorships.
- _____ 17. Business operations that are affiliated with a franchise or chain.
- _____ 18. The exclusive owner of the franchise's trademark name and service; the franchise's parent company.

Part C: Answer the following questions in the space provided. Use complete sentences.

19. Briefly describe the five forms of business organization.

20. Briefly describe the five types of operational/management methods for businesses.

CHAPTER FOUR TEST
Safety Practices and Emergency Procedures

Part A: The following are multiple choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Safety responsibilities of hospitality managers and employees include all of the following except
 - A. knowing documented emergency contingency plans and how to perform assigned emergency duties.
 - B. reporting hazardous conditions.
 - C. observing safety rules and procedures.
 - D. informing injured co-workers and customers of business' liability insurance.

- _____ 2. OSHA stands for
 - A. Occasional Safety and Hazard Act.
 - B. Occupational Safety and Hazard Act.
 - C. Occupational Safety and Health Administration.
 - D. Occasional Safety and Health Administration.

- _____ 3. What purpose does OSHA serve?
 - A. It enforces federal regulations that require employers to make the workplace hazard-free.
 - B. It requires all full-time employees to participate in safety committees at their workplace.
 - C. It posts notices listing customers' legal rights regarding safety.
 - D. It requires businesses to pay insurance claims for injuries employees receive while on the job.

- _____ 4. Workers' compensation laws require
 - A. employers to make the workplace hazard-free.
 - B. employers to carry insurance for paying employees' claims from work-related injuries.
 - C. employers to post notices about employees' legal rights regarding safety.
 - D. employers carry insurance for customers' claims from injuries received while at the business.

- _____ 5. Local regulations and codes that businesses are required to comply with include all of the following except
 - A. health and sanitation codes.
 - B. fire codes.
 - C. building codes.
 - D. elevator and boiler codes.

- _____ 6. The major cause of accidents in hospitality businesses is
 - A. carelessness.
 - B. falls.
 - C. broken glass and knives.
 - D. obstructions.

- _____ 7. The two most common accidents that occur at hospitality businesses are
 - A. explosions and burns.
 - B. sprains and bruises.
 - C. falls and cuts.
 - D. drownings and chokings.
- _____ 8. Accidents can be prevented by
 - A. developing habits of observing areas for potential hazards.
 - B. following safety procedures.
 - C. having customers follow safety procedures and rules.
 - D. all of the above.
- _____ 9. Before a fire occurs, all employees are required to
 - A. learn CPR.
 - B. know how to perform assigned fire emergency duties.
 - C. learn how to operate a fire extinguisher.
 - D. notify guests of the fire.
- _____ 10. Class A fires are fueled by
 - A. heat and oxygen.
 - B. gas, grease, and other flammable liquids.
 - C. wood, paper, and rubbish.
 - D. live electrical equipment.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

abdominal thrust
 cardiopulmonary resuscitation
 chaseways
 choking
 Class A fire
 Class B fire
 Class C fire

first degree burn
 paramedic
 second degree burn
 third degree burn
 tornado warning
 tornado watch
 water

- _____ 11. Weather conditions are favorable for tornado formation.
- _____ 12. A condition when something, such as food, becomes lodged in a person's throat and breathing is obstructed. The person will be unable to breathe, talk, cough, and may turn blue.
- _____ 13. A fire fueled by live electrical equipment.
- _____ 14. A tornado has been sighted, and people should take shelter.
- _____ 15. This item should never be used to extinguish fires fueled by flammable liquids or live electricity.
- _____ 16. Skin is reddened and blisters form.
- _____ 17. Hall-like spaces that connect the backs of two rows of rooms and houses all the plumbing and electrical panels.

- _____ 18. Skin is partially destroyed and charring is present.
- _____ 19. Method of forcing air from the lungs in an attempt to dislodge an obstruction in a person's throat.
- _____ 20. Emergency medical rescue professional.

Part C: Answer the following questions.

21. What are the steps for operating a fire extinguisher?

22. What are the steps for performing the Heimlich maneuver on a choking victim who is standing?

CHAPTER FIVE TEST
Applications of Technology in the Hospitality Industry

Part A: The following are multiple choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Property management systems software helps
 - A. computerize hotels and food operations.
 - B. make hotels automatic.
 - C. hotel and food operations accumulate large amounts of information.
 - D. hotel management by assisting with many research, paperwork, and scheduling duties.

- _____ 2. One of the main uses of property management systems software that helps employees keep up with the number of rooms for sale for a particular date is the
 - A. rooms for sale program.
 - B. room inventory management program.
 - C. business analysis program.
 - D. guest history program.

- _____ 3. Many hotel managers are concerned that automation and computerization has
 - A. made hotels become inconsistent.
 - B. created newer security problems.
 - C. depersonalized customer service.
 - D. reduced their control over managing a hotel.

- _____ 4. Hotels and food operations have changed from manual methods to automation and computerization because they need to
 - A. overcome inconsistencies and excess costs.
 - B. improve measures in controlling, accountability, information processing, and guest security.
 - C. both A and B.
 - D. send reports to corporate and franchise headquarters more quickly.

- _____ 5. Energy management systems
 - A. control the use of energy.
 - B. are checked daily by porters.
 - C. automatically post guest room electrical charges to guests' bills.
 - D. provide hotel operators kickbacks for controlling the guests' use of electricity.

- _____ 6. Automatic programmable lock systems
 - A. are locks that have timers that fasten them at certain programmed times in the evening and unfasten them at certain programmed times in the morning.
 - B. are activated by pressing a sequence of three buttons.
 - C. make it impossible for thieves to enter a guest room.
 - D. are unlocked with coded key cards.

- _____ 7. Automatic cash controller machines are
 - A. safes that can make cash exchanges and accept cash deposits.
 - B. computerized cash registers.
 - C. another name for automatic bill changer and change maker machines.
 - D. another amenity for guests to use.

- _____ 8. Facsimile machines
 A. use codes for activating money exchanges.
 B. send coded copies of original documents over telephone lines for printing at another facsimile machine.
 C. are a guest amenity.
 D. Both B and C are correct.
- _____ 9. Automatic timers
 A. are amenities found in guest rooms that are filled with food and drinks.
 B. are used with exterior lighting and other items that need to be turned on and off at certain times.
 C. are computerized.
 D. depersonalize service.
- _____ 10. Hotel premises and high security areas can now be watched with
 A. precheck machines.
 B. purveyors.
 C. electronic video monitor systems.
 D. automatic door observers.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

automated dispenser
 automatic deep fryer
 automatic timers
 commercial microwave oven
 computerized kitchen equipment

energy management systems
 frozen drink machine
 pourer
 precheck machines
 timer conveyor oven

- _____ 11. Devices used in food operations that are used with computerized cash registers to prepare bar and kitchen tickets, subtotal the tickets, provide inventory control, assist with payroll, and act as time clocks.
- _____ 12. Kitchen appliances that have been programmed to automatically control temperatures, cooking times, and food waste.
- _____ 13. Two devices that are designed to dispense predetermined amounts of a liquid. These devices eliminate waste and reduce costs.
- _____ 14. A device that makes special drinks by freezing the entire liquid drink mixture into a thick, soft, semi-frozen, slush liquid.
- _____ 15. An appliance that helps reduce overbaking and burnt food waste.

Part C: Answer the following questions.

16. Why do some managers believe automation, computerization, and other technological advances have hurt customer service? What is the solution?

17. Why do some managers choose not to use some new technological advances in their food operations? What are their decisions based on?

CHAPTER SIX TEST

Property Maintenance and Repair

Part A: The following are multiple choice questions. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Care of a hospitality business' property and assets is essential
 - A. to malfunctioning equipment and operation.
 - B. to guest satisfaction, business operation, and equipment investment.
 - C. for recruiting and hiring good engineering/maintenance employees.
 - D. to keeping up with trends in the hospitality industry.

- _____ 2. Preventive maintenance
 - A. helps managers give employees something to do to keep them busy all day.
 - B. is more expensive than repairing a piece of equipment when it breaks down, however, the equipment usually will last longer.
 - C. helps prevent the business from experiencing unexpected major breakdowns.
 - D. receives higher priority than safety-related repairs.

- _____ 3. Engineering/maintenance employees' overall duties include
 - A. learning of repairs to be made each day.
 - B. prioritizing and scheduling repairs for the day.
 - C. cleaning up messes made while doing repairs.
 - D. all of the above.

- _____ 4. Repairs receiving first priority are
 - A. preventive maintenance repairs.
 - B. safety-related repairs.
 - C. guest room repairs.
 - D. repairs requested by the general manager or owner.

- _____ 5. Engineering/maintenance supervisors should determine the _____ of building components and need for cleaning and repairing while doing preventive maintenance inspections of the building.
 - A. condition
 - B. age
 - C. repair cost
 - D. materials

- _____ 6. When the dust buildup is cleaned from refrigeration coils
 - A. the coils lose their insulation effect from extreme hot and cold weather.
 - B. the coils work harder and more efficiently.
 - C. the coils recover temperature more slowly.
 - D. the coils use less energy than they did when they were coated with dust.

- _____ 7. Clogged drains and pipes are reopened
 - A. with lime.
 - B. by backwashing.
 - C. with a plumber's snake.
 - D. by closing grease traps.

- _____ 8. Guest rooms should be treated for
 - A. insects, algae, and dust.
 - B. mildew, dust, and algae.
 - C. mildew, dust, and insects.
 - D. all of the above.
- _____ 9. Guest rooms should be remodeled every
 - A. two to three years.
 - B. three to four years.
 - C. five to seven years.
 - D. nine to ten years.
- _____ 10. Lime deposit scale causes
 - A. calcium oxide.
 - B. extended heating cycles in water heaters.
 - C. water temperature to increase.
 - D. water accumulation in plumbing line cracks and pockets.

Part B: Use the words listed below. Match the words to the definitions by writing the correct word(s) in the blank beside each definition given. Words are used only once.

algae
bitumen
fertilizer
Freon
horticulture
lime

mildew
pH level
plumber's snake
pool brush
pool skimmers
superchlorine

- _____ 11. White or grayish coating formed by fungi.
- _____ 12. Nets used to remove leaves and debris from water.
- _____ 13. A gas used in refrigeration and air conditioning.
- _____ 14. A device that removes algae from pool walls.
- _____ 15. Substance used to make the soil rich in material needed for plant growth.
- _____ 16. A long, flexible device that threads into drains and pipes to break up substances that are clogging the lines.
- _____ 17. The measure of acidity or alkalinity.
- _____ 18. An aquatic plant that is controlled by chlorine.
- _____ 19. Calcium oxide that accumulates in equipment that uses water.
- _____ 20. A hydrocarbon mixture found in asphalt and tar which is used to pave roads and parking lots and is used in waterproofing.

Part C: Answer the following questions.

21. What are the purposes of preventive maintenance and preventive maintenance schedules?

22. What are the purposes of fertilizing and fertilization schedules?

CHAPTER SEVEN TEST

Purchasing Equipment and Supplies

Part A: The following are multiple choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. The process a business goes through when selecting and buying products for its use or for resale to customers.
 - A. merchandising
 - B. purchasing
 - C. marketing
 - D. supplying

- _____ 2. Detailed description of an item used by a business.
 - A. definition
 - B. grade
 - C. specification
 - D. yield

- _____ 3. Each day's best inventory level for each product.
 - A. par stock level
 - B. safety stock amount
 - C. inventory
 - D. optimal inventory level

- _____ 4. The maximum amount of stock that should be available after the most recent order has been delivered.
 - A. par stock level
 - B. safety stock amount
 - C. inventory
 - D. optimal inventory level

- _____ 5. Food items that spoil easily.
 - A. nonperishables
 - B. foodborne
 - C. perishables
 - D. preservatives

- _____ 6. An economic factor that causes prices to vary frequently.
 - A. supply and demand
 - B. central purchasing
 - C. volume discounts
 - D. purchase order

- _____ 7. The number of units an item should decrease to before it is ordered again.
 - A. safety stock amount
 - B. par stock level
 - C. optimal inventory level
 - D. reorder point

- _____ 8. The more items that are bought, the less each item costs.
 A. central purchasing
 B. volume discounts
 C. supply and demand
 D. price cut
- _____ 9. When merchandise is delivered to a buyer, the first thing the buyer should do is
 A. sign the freight slip or invoice.
 B. put good quality items on top and poorer quality items on bottom.
 C. put the merchandise aside until time is available for checking it in.
 D. compare the merchandise with purchase orders, invoices, packing slips, freight slips, and look for missing or damaged items.
- _____ 10. Storeroom control helps
 A. purveyors deliver products.
 B. keep stewards from taking out too much of an ingredient for cooking at a time.
 C. control food costs and waste.
 D. purveyors premeasure ingredients.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

competitive bidding
 grade
 inventory
 invoice
 purchase order

purchasing agent
 request for credit memorandum
 rotating stock
 steward
 stock

- _____ 11. A term used for a person who buys equipment and supplies for use by his or her business.
- _____ 12. Another term used for a person who buys equipment and supplies for use by his or her business.
- _____ 13. A phrase that names a process in which the oldest products should be used before the new products.
- _____ 14. A form used to buy supplies or equipment from a supplier.
- _____ 15. A billing statement.
- _____ 16. Acquiring bids from more than one purveyor for the purpose of comparing prices and other factors of an item to be purchased.
- _____ 17. A statement used to alert purveyors and the accounting office to credit the account for the items not accepted and deduct the cost of these items from the invoice.
- _____ 18. The level of quality standards for food products that may characterize a product's size, maturity, color, shape, and interior structure.

- _____ 19. A word for the items in stock for use by a business, the process of listing and surveying the items in stock, or the quantity of items in stock.
- _____ 20. The supply of items accumulated for future use.

Part C: Answer the following statement.

21. List the steps in the purchasing procedure.

CHAPTER EIGHT TEST

Security

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. An important aspect of guest room security is
 - A. monetary control.
 - B. key control.
 - C. guest ticket control.
 - D. valuables protection.

- _____ 2. If someone is trying to enter a room without a key, a hotel employee should
 - A. help the person enter the room.
 - B. offer to get another key for the person.
 - C. report the incident to the manager or security officer.
 - D. report the incident to a room attendant who can open the room with a master key.

- _____ 3. Suspicious behavior could include all of the following, except
 - A. inquiring about a certain room's status and occupants.
 - B. walking around the property many times.
 - C. peering through windows.
 - D. waiting in the lobby for someone.

- _____ 4. Hotels in states with limitation of liability laws must
 - A. post notices explaining the limitations of liability.
 - B. provide a safe.
 - C. post notices alerting guests that a safe is available for their use.
 - D. all of the above.

- _____ 5. When someone makes inquiries about a customer or employee, the front desk clerk or cashier should
 - A. answer the person's questions after checking the person's identification for security protection.
 - B. answer the questions without looking at identification.
 - C. not release any information, but act as a go-between for the two people for security protection.
 - D. direct the person to the customer or employee.

- _____ 6. Security protection provided at hospitality businesses is important to all of the following, except
 - A. guests or customers.
 - B. employees.
 - C. money and property.
 - D. other areas of the community.

- _____ 7. Monetary losses can occur from
 - A. theft.
 - B. inaccurate timecards.
 - C. hot checks and credit cards.
 - D. all of the above.

- _____ 8. To protect businesses from monetary losses, managers should
A. let employees take home leftover food so that it is not wasted.
B. use a calculator to add up day's receipts.
C. use control measures.
D. require kickbacks from purveyors.
- _____ 9. When customers pay by check, employees should ask for two forms of identification, such as
A. credit card and automatic teller machine card.
B. social security card and credit card.
C. library card and insurance card.
D. driver's license and credit card.
- _____ 10. Crime creates
A. usual behavior.
B. invasions of security.
C. lost and found policies.
D. cash drops.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word(s) in the blank beside each definition given. Words are used only once.

hot lists
key control
limitation of liability
safe-deposit boxes

security
subpoena
ticket walkers

- _____ 11. A hotel's knowledge of where room keys are located.
- _____ 12. Items in which guests' valuables are stored.
- _____ 13. Lists provided to businesses with information about hot check writers, stolen checks, or bad credit card numbers.
- _____ 14. People who leave a hotel or restaurant without paying their bill.
- _____ 15. The amount of money a guest may receive from a hotel for loss of property.

Part C: Answer the following questions.

16. What are three ways hospitality businesses can protect their property in the evenings or when closed?

17. What are three ways hospitality businesses can protect themselves from monetary loss?

18. What procedures do many hotels use for handling lost and found items?

CHAPTER NINE TEST
Marketing, Public Relations, and Special Promotions

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Marketing is
 - A. selling to customers.
 - B. communication designed to foster a favorable image.
 - C. a system of business activities designed to plan, price, promote, and distribute products and services to customers.
 - D. the act of creating customer interest in a product.

- _____ 2. Marketing plans are based on researched analysis of
 - A. the product, the market, and the competitors.
 - B. the market only.
 - C. promotion, public relations, and advertising.
 - D. sales calls, sales blitzes, and advertising.

- _____ 3. Hospitality businesses need to establish goals for their businesses through marketing plans in order to
 - A. attract customers.
 - B. stay ahead of competitors.
 - C. be profitable.
 - D. All of the above are correct.

- _____ 4. A marketing plan is an all-encompassing umbrella for marketing the business and is supported by the action plan, which outlines the strategies the business will use to attain its marketing goals. The action plan consists of strategies for
 - A. product analysis, market analysis, and competitor analysis strategies.
 - B. promotion, public relations, advertising, sales calls, and sales blitzes.
 - C. none of the above.
 - D. all of the above.

- _____ 5. A type of communication designed to influence opinion and promote a favorable image.
 - A. advertising
 - B. promotions
 - C. public relations
 - D. sales blitz

- _____ 6. Information about a person, place, or thing that is prepared as a news item to be presented to the public by the media in order to gain attention or support.
 - A. publicity
 - B. advertising
 - C. public relations
 - D. promotion

- _____ 7. The marketing plan is developed annually
 - A. about mid-year.
 - B. when a hotel realizes a need to promote itself to potential customers.
 - C. when hospitality businesses open their doors to serve customers.
 - D. about the same time as the annual budget.

- _____ 8. To survive and grow, hospitality businesses must
 A. open their doors and serve food.
 B. keep their businesses' names familiar to the public.
 C. open their doors and rent rooms.
 D. parallel the status of the economy.
- _____ 9. Each year when preparing the annual budget and marketing plan, owners and managers redefine their operations and review the
 A. quality of service, food, and facility.
 B. freshness of the product, facility, and atmosphere.
 C. Both A and B are correct.
 D. None of the above are correct.
- _____ 10. Promotional activities are planned by hospitality businesses to
 A. create prospective customers' interest in using the business.
 B. urge the customer to spend money on services offered.
 C. encourage the customer to return again.
 D. All of the above are correct.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

action plan
 advertising
 competitors
 feeder cities
 market
 marketing
 marketing plans

product
 promotion
 publicity
 public relations
 sales blitzes
 sales calls

- _____ 11. Operational guides developed through research and used to help a business sell its services or products.
- _____ 12. All the goods, services, facilities, staff, and appeal a business will provide.
- _____ 13. All potential sources of customers.
- _____ 14. All other similar businesses that may be vying for the same prospective customers.
- _____ 15. A plan for the strategy a business will use to attain its marketing goals.
- _____ 16. The act of purposefully causing interest to be created in a person, place, or thing to further the growth and acceptance of the item through special activities.
- _____ 17. The action of favorably presenting goods or services that are for sale to the public by paid announcements that are publicized or broadcast by the media.
- _____ 18. Cities joined to a hospitality business' city by airways, railways, or highways.

- _____ 19. A personal visit by a hotel manager to a company's manager for the purpose of promoting the hotel and explaining the services the hotel has to offer the company's business travelers. The hotel manager attempts to arrange an agreement in which the company uses the hotel exclusively in return for special corporate rates and services.
- _____ 20. A manager sets up a booth in a high traffic area to greet people and promote his or her business as the people pass by.

Part C : Answer the following questions.

21. How can public relations and promotions strategies help a hospitality business?

22. Why is it important for hospitality businesses to develop annual marketing plans?

CHAPTER TEN TEST
Legal Considerations of the Hospitality Industry

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Laws affecting the hospitality services industry evolved from
 - A. England's Middle Ages period.
 - B. dangerous travel.
 - C. legal disputes.
 - D. all of the above.

- _____ 2. An innkeeper
 - A. is a person who owns or manages an inn.
 - B. manages or "keeps" the inn (hotel) for the owner.
 - C. is entitled to refuse service to barefooted guests.
 - D. All of the above are correct.

- _____ 3. Duties of an innkeeper or a hotelier include
 - A. refusing any guest who isn't wearing shoes or a shirt.
 - B. turning out customers at night.
 - C. providing shelter, protection, and food to travelers.
 - D. none of the above.

- _____ 4. Hoteliers who refuse to receive a guest may be guilty of a misdemeanor. The exceptions to the rule include
 - A. lack of food and the guest's inability to pay.
 - B. lack of accommodations (rooms).
 - C. guests who display improper conduct or are unable to pay for charges that would be incurred.
 - D. both B and C.

- _____ 5. Limitations of liability laws provide a method
 - A. in which guests can sue the hotel for libel.
 - B. in which hotel owners and managers can limit the amount of compensation for which they are liable.
 - C. in which guests can be evicted for staying longer than agreed during checkin.
 - D. in which food operations advertise in a manner that is not completely informative.

- _____ 6. Food and beverage operations' duties are to
 - A. admit customers.
 - B. operate in a manner that protects customers from being harmed at the business.
 - C. sell products and services in an appropriate manner.
 - D. All of the above are correct.

- _____ 7. Food and beverage operations have a legal right to
 - A. substitute a food item for another food item that is listed on the menu.
 - B. refuse admittance and service to prospective customers.
 - C. restrict the sale of products or services.
 - D. Both B and C are correct.

- _____ 8. Tavernkeepers were the
 A. managers of taverns and inns.
 B. owners and proprietors of English inns.
 C. owners and proprietors of food and beverage establishments.
 D. Both B and C are correct.
- _____ 9. The person who must prove negligence is usually
 A. the guest.
 B. the innkeeper or tavernkeeper.
 C. the hotel or food and beverage operation owner.
 D. none of the above.
- _____ 10. Hotel and food operations are required to provide employees with a hazard-free workplace and to pay for work-related injuries. The laws or agencies that enforce these requirements are
 A. United States Department of Agriculture (USDA) and Food and Drug Administration (FDA).
 B. Federal Trade Commission (FTC) and Occupational Safety and Health Act of 1970.
 C. Food and Drug Administration (FDA) and Workers' Compensation laws.
 D. Occupational Safety and Health Administration (OSHA) and Workers' Compensation laws.

Part B: Use the vocabulary words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

act of God	Food and Drug Administration (FDA)
bailee	implied warranty
bailment	public enemy
checkroom	United States Department of Agriculture (USDA)
compensation	truth-in-menu laws
contributory negligence	
Federal Trade Commission (FTC)	

- _____ 11. A federal agency whose duty is to require truthful and informative labeling, ensure proper packaging, enforce food and beverage standards, protect against misrepresentation, and regulate food safety.
- _____ 12. Something given to make amends for a loss or damage.
- _____ 13. Any negligent action a guest might have performed that would make him or her partially responsible for the illness, injury, or loss.
- _____ 14. A natural or physical cause for loss without human or animal influence, such as lightning, winds, tornadoes, and floods.
- _____ 15. A power who is at war with the government or a social, health, or economic condition or problem that affects the public and is difficult to control.
- _____ 16. The voluntary acceptance of goods from a person for the purpose of keeping the goods safe.

- _____ 17. A person who is entrusted with keeping safe another person's property.
- _____ 18. A federal agency whose duty is to investigate unfair methods of competition in business, to expose corrupt advertising, and to prosecute those who are charged with these practices.
- _____ 19. Laws that specify truthful advertising of products on a menu.
- _____ 20. A federal agency that establishes and enforces food product standards and inspects and grades food products.

Part C: Answer the following questions.

21. Why were tavernkeepers not required to follow the same laws as innkeepers?

22. Do hospitality services employees need to know and understand laws related to their industry? Why?

23. Why are limitations of liability laws important to hoteliers?

24. What are the duties of innkeepers or hoteliers? of food and beverage operations owners?
Why are these duties important?

CHAPTER ELEVEN TEST
Hospitality Services Guests and Customers

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. The different types of hotel guests include
 - A. church crowds.
 - B. quite-type regulars.
 - C. rushed guests.
 - D. business, corporate, and government travelers.

- _____ 2. The different types of food and beverage customers include
 - A. lunch crowds.
 - B. conventioners.
 - C. vacationers.
 - D. tour groups.

- _____ 3. Tour groups are groups of _____ visiting local sites.
 - A. conventioners
 - B. vacationers
 - C. business guests
 - D. corporate guests

- _____ 4. Customers are
 - A. transients.
 - B. travelers seeking accommodations.
 - C. people who purchase products and services.
 - D. all of the above.

- _____ 5. Guests are
 - A. travelers seeking accommodations at a hotel.
 - B. transients.
 - C. people who purchase services and products of a lodging business.
 - D. all of the above.

- _____ 6. Hotel guests' rights include the right to
 - A. expect a clean room and safe lodging.
 - B. have exclusive use and possession of a room during a length of stay.
 - C. both A and B.
 - D. none of the above.

- _____ 7. Hotel guests' responsibilities include
 - A. paying for room and services.
 - B. taking care of hotel property and refraining from infringing on other guests' rights.
 - C. all of the above.
 - D. none of the above.

- _____ 8. Food operation customers' rights include the right to
 - A. be served in a clean, sanitary, and safe facility.
 - B. use a guest room.
 - C. possess a room.
 - D. none of the above.

- _____ 9. Food operation customers' responsibilities include
 A. tipping the server.
 B. letting children act the way they might at home.
 C. walking the ticket.
 D. infringing on other customers' rights.
- _____ 10. Certain customers may have special needs because of physical limitations. These customers include
 A. nonsmoking and smoking customers.
 B. jokers and noisy customers.
 C. elderly and handicapped customers.
 D. rushed and angry customers.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

budget hotels
 business, corporate, or government travelers
 conventioners
 customer
 dinner crowd
 guest

lunch crowd
 quiet-type regulars
 regulars
 special occasion customers
 tip
 tour group

- _____ 11. Any person who purchases products from and uses the services of a business.
- _____ 12. A gift of money given for a service performed or anticipated.
- _____ 13. A transient or an individual traveler seeking accommodations for safety, shelter, and sometimes food.
- _____ 14. People who patronize a food operation on a regular basis and tend not to say anything about needs or problems.
- _____ 15. A business, professional, or career-oriented group eating at a food operation during a break in their work.
- _____ 16. Individuals traveling alone or in groups for business purposes.
- _____ 17. Travelers attending a convention.

Part C: Answer the following questions.

18. What are hotel guests' rights? Why do guests have these rights?

19. What are hotel guests' responsibilities? What are a food operation customers' responsibilities?

20. What are food operation customers' rights? Why do customers have these rights?

CHAPTER TWELVE TEST

Needs of Guests and Customers

Part A: The following are multiple choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Who was Abraham H. Maslow?
 - A. a former United States President
 - B. a psychologist
 - C. a hotel owner who owned the International Maslow Inns chain of hotels
 - D. none of the above

- _____ 2. Maslow's Hierarchy of Needs has five levels. The lowest and highest levels are
 - A. physiological needs and esteem needs.
 - B. safety needs and belonging and love needs.
 - C. physiological needs and self-actualization needs.
 - D. belonging and love needs and self-actualization needs.

- _____ 3. Low-level needs must be _____ before high-level needs can be satisfied.
 - A. met
 - B. evaluated
 - C. followed up
 - D. known

- _____ 4. Hotels and food operations mainly try to satisfy patrons' basic
 - A. self-esteem and self-actualization needs.
 - B. respect and safety needs.
 - C. food, water, and respect needs.
 - D. physiological and safety needs of food, water, and shelter.

- _____ 5. Other needs and expectations hotel guests have include the following:
 - A. a clean room
 - B. a feeling of comfort and acceptance at the hotel
 - C. to be informed of what is happening in the area
 - D. all of the above

- _____ 6. Hotels must keep up with the latest trends because
 - A. it is fashionable and expected.
 - B. many trends are so accepted that they become needs for some people.
 - C. trends are needs in disguise.
 - D. trends often are part of the reason customers use hotels.

- _____ 7. Food operation customers' needs include the following:
 - A. hunger and thirst
 - B. attention
 - C. comfort
 - D. all of the above

- _____ 8. Departmental employees who do not normally have contact with customers or guests are just as responsible for _____ as those who do have contact.
 - A. their jobs
 - B. other employees
 - C. customer service
 - D. products ordered

- _____ 9. What may be a _____ to one person may be a luxury to another person.
A. want
B. desire
C. possession
D. need
- _____ 10. Asking customers and guests about services received
A. helps ensure that needs are being cared for satisfactorily.
B. helps employers hire the right employees.
C. helps employers repeat the same mistakes.
D. is not important.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

Abraham H. Maslow
belonging and love needs
esteem needs
Maslow's Hierarchy of Needs

physiological needs
safety needs
self-actualization needs

- _____ 11. A psychologist who studied human behavior.
- _____ 12. The need to value oneself all of the time even when other people accept or condemn.
- _____ 13. The act of fulfilling one's potential.
- _____ 14. The need for food, air, water, and sleep.
- _____ 15. The need for love, friendship, and acceptance to a group or family.
- _____ 16. The need for shelter, protection from physical harm, and a sense of security.

Part C: Answer the following questions.

17. Explain Maslow's Hierarchy of Needs theory. Why is it important?

18. What factors influence guests' or customers' perceptions of needs?

19. Why do customers and guests have needs that hospitality businesses attempt to meet?

20. How can a hospitality services business satisfy guests' or customers' needs?

CHAPTER THIRTEEN TEST
Techniques for Complaint Resolution and Guest and Customer Service

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Important aspects of customer service include
 - A. providing self-service machines to check customers in and out of hotels or food operations.
 - B. treating customers personably and making sure their experience is pleasant.
 - C. taking care of a customer's problem in a way that is least inconvenient for the customer.
 - D. both B and C.

- _____ 2. To provide quality customer service, employees need to
 - A. neglect other customers while handling a customer's complaint.
 - B. try to handle customer complaints by themselves without the help of management.
 - C. be observant and anticipate customers' needs before they complain.
 - D. None of the above are correct.

- _____ 3. Word-of-mouth communication is
 - A. paid advertising.
 - B. a negative form of publicity.
 - C. a positive form of publicity.
 - D. a form of advertising which involves a personal communication regarding an opinion about a product, service, or business.

- _____ 4. Complaint resolution is becoming an important part of customer service and employee training programs because
 - A. there is competition for customers' business.
 - B. customers prefer a human, personal touch in all transactions with hospitality businesses.
 - C. some customers leave without letting the business know its comments about the product or service.
 - D. both A and B.

- _____ 5. The first step toward resolving customer problems is
 - A. to identify the problem or source of complaint.
 - B. to identify the possible solutions for resolving the problem.
 - C. to identify ways the business and customer can agree on the problem.
 - D. to analyze the problem and possible solutions.

- _____ 6. All of the following are steps in solving customer problems except
 - A. identifying possible solutions.
 - B. informing a customer that the business is not responsible for the problem.
 - C. analyzing the possible solutions and their effects on the problem.
 - D. implementing the decision.

- _____ 7. Before a manager becomes involved in a customer's complaint,
 - A. the manager should let the employee try to resolve the problem.
 - B. the manager should reprimand the employee in front of the customer.
 - C. the manager should get the facts about the problem from the employee.
 - D. All of the above are correct.

- _____ 8. Customer feedback can be obtained by
 A. asking customers to complete comment cards.
 B. asking for customers' opinions.
 C. all of the above.
 D. none of the above.
- _____ 9. Standards are
 A. methods for obtaining customer service.
 B. levels of excellence.
 C. measures of comparison for quality or quantity.
 D. both B and C.
- _____ 10. When _____ are not enforced, customers begin to complain.
 A. customer service methods
 B. standards
 C. complaint resolution methods
 D. trends

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

baby boomer
 body language
 complaint resolution
 guest and customer service

standards
 systematic approach
 trends
 word-of-mouth communication

- _____ 11. The act of making sure customers receive what they need in a timely manner by attending to all details that would make their experience pleasant and satisfying.
- _____ 12. Resolving problems customers have with a business.
- _____ 13. A form of advertising which involves a personal communication regarding an opinion about a product, service, or business.
- _____ 14. Measures of comparison for quality or quantity.
- _____ 15. A person who was born during the years following World War II when there was a great increase in birthrate.

Part C: Answer the following questions.

16. How can customers' feedback help a hospitality business?

17. Why is the use of standards important in the hospitality services business?

18. What should hospitality employees do to provide quality guest and customer service?

19. Why is complaint resolution important?

20. What should hospitality employees do to resolve customers' problems?

CHAPTER FOURTEEN TEST
Front Office Procedures of Hotel Operations

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Front desk employees are responsible for
 - A. guest reservations and registration.
 - B. scheduling meetings and activities in meeting rooms.
 - C. alerting the housekeeping department of vacant rooms and alerting the maintenance department of reported damages.
 - D. both A and C.

- _____ 2. Front desk employees also are responsible for
 - A. bookkeeping and providing information to guests.
 - B. maintaining preventive maintenance schedules on all aspects of the property.
 - C. investigating security violations.
 - D. none of the above.

- _____ 3. Hotels accept two types of reservations,
 - A. 6:00 p.m. and warranted.
 - B. guaranteed and not guaranteed.
 - C. 7:00 p.m. and guaranteed.
 - D. warranted and guaranteed.

- _____ 4. The front office is important to hotel operations because
 - A. of its location.
 - B. it is the hotel's communication center.
 - C. guests walk by it often.
 - D. the room keys are kept there.

- _____ 5. When guests complain, front desk employees should
 - A. follow hotel policies.
 - B. be diplomatic.
 - C. keep guest satisfaction a priority.
 - D. all of the above.

- _____ 6. A reservation that is held until a certain time and then canceled is called a
 - A. guaranteed reservation.
 - B. warranted reservation.
 - C. reservation that is not guaranteed.
 - D. 7:00 p.m. reservation.

- _____ 7. A reservation that is held until the guest arrives is called a
 - A. guaranteed reservation.
 - B. warranted reservation.
 - C. 6:00 p.m. reservation.
 - D. 7:00 p.m. reservation.

- _____ 8. As part of their communication responsibilities, front desk clerks
- A. communicate with other departments to obtain guest charges.
 - B. communicate with the sales department to plan large groups' room reservations and special rates.
 - C. communicate with the housekeeping department to tell them that laundry attendants are ready for more dirty linens to clean.
 - D. both A and B.
- _____ 9. A guaranteed no-show means
- A. a special planned event has been canceled.
 - B. a room status on the room attendant's worksheet.
 - C. guests with reservations did not arrive as expected.
 - D. a credit card's use has been rejected by a credit card approval company.
- _____ 10. Front office procedures include
- A. handling guests' personal requests and belongings.
 - B. handling guests' laundry needs.
 - C. preparing food for room service.
 - D. all of the above.

Part B: Use the words listed below. Match the definition to the words by writing the correct word in the blank beside each definition given. Words are used only once.

checkin
checkout
credit card voucher

registration card
reservation
wake-up call

- _____ 11. A receipt or statement used to report the charges guests accumulate with a credit card.
- _____ 12. A service presented to guests who request it, usually occurring in the morning hours.
- _____ 13. The time when a person checks in to a hotel for the purpose of occupying a room.
- _____ 14. The time by which a guest must check out of a hotel by turning in the room key, paying the bill, and leaving the hotel.
- _____ 15. A card guests must fill out when registering at a hotel.

Part C: Answer the following questions.

16. What are the responsibilities of front office employees?

17. How should employees handle complaints?

18. Why is the hotel front office considered the center of the hotel operation?

CHAPTER FIFTEEN TEST
Departmental Functions in Hotel Operations

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. The rooms division consists of the following departments:
 - A. front office, housekeeping, engineering, and room service.
 - B. housekeeping, service, engineering, and room service.
 - C. front office, engineering/maintenance, security, and reservations.
 - D. front office, service, security, and housekeeping.

- _____ 2. Successful hotel operations require _____ among all employees.
 - A. teamwork
 - B. good communication
 - C. cooperation
 - D. all of the above

- _____ 3. The engineering division
 - A. operates public and freight elevators in large, high-rise hotels.
 - B. keeps equipment, fixtures, furnishings, and property in working order.
 - C. operates and monitors surveillance cameras around the hotel.
 - D. All of the above are correct.

- _____ 4. The marketing division
 - A. works to promote the appropriate image of the hotel to potential guests and the community.
 - B. tailors the hotel to fit the marketing director's management ability.
 - C. Both A and D are correct.
 - D. encourages potential guests to select the hotel for their lodging and business needs.

- _____ 5. The security department's duty is
 - A. to make sure guests and employees are safe at the hotel.
 - B. to monitor guests' behavior.
 - C. to balance daily front desk transactions.
 - D. none of the above.

- _____ 6. The catering department
 - A. schedules banquets, conventions, and other meetings in hotel meeting rooms.
 - B. Both A and C are correct.
 - C. plans meeting room arrangements.
 - D. provides meals at events away from the hotel.

- _____ 7. The food and beverage division serves food and beverages to
 - A. hotel guests only.
 - B. local residents only.
 - C. conventioners only.
 - D. hotel guests, local residents, and in-house meeting participants.

- _____ 8. The food and beverage division's departments include
 A. bars, sales and catering, marketing, and banquet operations.
 B. restaurant outlets, bar outlets, room service, and banquet operations.
 C. catering, housekeeping, and personnel.
 D. all of the above.
- _____ 9. The sous-chef is
 A. the hotel's head chef in the kitchen.
 B. the kitchen's administrative manager.
 C. the assistant executive chef.
 D. both A and B.
- _____ 10. The accounting division is concerned about
 A. the hotel's financial condition.
 B. the hotel's accountability to the community.
 C. the hotel's physical condition.
 D. the hotel's accountability to human resources.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

banquet department
 beverage department
 credit department
 engineering or maintenance department
 food and beverage division
 front office department
 housekeeping department

personnel division
 restaurant department
 revenue centers
 sales and catering departments
 security department
 service department
 support centers

- _____ 11. Departments which produce income for the hotel by selling products or services to guests.
- _____ 12. The department that provides prompt and efficient greeting, door-opening, parking, baggage, valet, information, and elevator services to guests.
- _____ 13. Departments that maintain the overall hotel operation by providing the services needed to keep the hotel functioning at full potential and attracting guests.
- _____ 14. The department that patrols hotel property, monitors surveillance cameras, locks doors, issues keys, and safeguards lost and found items in hotels.
- _____ 15. The department that provides drinks at banquets, dance clubs, and lounges.
- _____ 16. The department that keeps all hotel equipment, furnishings, fixtures, and property attractive and in good working order through preventive maintenance schedules and repair work.
- _____ 17. The division that directs and coordinates the human resources needs of the hotel staff.

- _____ 18. The department that provides wholesome, attractive meals and quality service to customers.
- _____ 19. The department responsible for cleaning and maintaining guest rooms, public and office areas, and linens.

Part C: Answer the following questions.

20. What are the functions and duties of the engineering division's staff members?

21. What are the duties of the marketing division's staff members?

22. What are the functions and duties of the personnel division's staff?

CHAPTER SIXTEEN TEST
Equipment and Supplies for Housekeeping and Laundry Tasks

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. An executive housekeeper's duty to monitor cleaning supplies includes
 - A. taking new supply samples home and trying them out.
 - B. investigating and reporting waste of supplies.
 - C. inventorying cleaning equipment.
 - D. reporting to the manager the cleaning supplies' efficiency in cleaning rooms.

- _____ 2. Vacuum cleaners
 - A. use a roller brush to remove dirt and debris from carpet and place it in a pan.
 - B. are used to clean and dry many surfaces.
 - C. are used to remove dust and debris from carpets and furnishings.
 - D. hold dirt and debris swept in them by a brush or broom.

- _____ 3. Rubber gloves protect hands from
 - A. exposure to warm water, detergent and chemical solutions, and other solutions that irritate skin.
 - B. friction, blisters, and sores.
 - C. none of the above.
 - D. both A and B.

- _____ 4. Sponges or other cleaning equipment used to clean toilets should not be used to clean most other items because
 - A. bacteria and viruses from toilets could be transferred to other furnishings.
 - B. bacteria and viruses from other furnishings could be transferred to the toilet.
 - C. the sponges are the wrong size and color.
 - D. none of the above are correct.

- _____ 5. Cleaning agents remove all of the following, except
 - A. filters.
 - B. dirt and dust.
 - C. grease.
 - D. stains and tarnish.

- _____ 6. Cleaning carts
 - A. carry enough supplies to clean a day's worth of guest rooms.
 - B. make housekeeping employees' work easier.
 - C. can be picked up and carried into guest rooms to bring all cleaning supplies into the room.
 - D. None of the above are correct.

- _____ 7. The improper use of cleaning supplies could result in
 - A. injuries.
 - B. damage.
 - C. both A and B.
 - D. efficient use of the product.

- _____ 8. Employees should handle guest room supplies and amenities carefully because
 A. they are easily damaged.
 B. they are a major expense to the hotel.
 C. they should look fresh and new to guests.
 D. all of the above are correct.
- _____ 9. To be effective, detergents must
 A. loosen, lift, and suspend dirt.
 B. leave a film.
 C. be used in a well-ventilated room because of poisonous fumes.
 D. coat fibers with a smoothing substance.
- _____ 10. Polishes
 A. reduce absorbency.
 B. form a protective layer on metal, furniture, or floor surfaces.
 C. loosen, lift, and suspend dirt in a water-based solution.
 D. do not work if organic matter is present.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

acid cleaners
 alkali cleaners
 buffers
 carpet sweeper
 deodorants
 detergents

disinfectants
 extractors
 floor seals
 soaps
 solvent cleaners
 spring-bottom laundry cart

- _____ 11. Cleaning agents used for laundry and general cleaning. To be effective, they must dissolve in water; reduce water's surface tension; loosen, lift and suspend dirt from the surface; easily rinse away; and not harm the surface.
- _____ 12. Cleaning agents used for all-purpose cleaning in areas where harmful germs exist. They are used to kill, reduce the amount, or provide unsuitable conditions for viruses and bacteria.
- _____ 13. Cleaning agents used to remove stains, dry-clean fabrics, and remove grease from surfaces that water-based solutions would damage.
- _____ 14. Cleaning agents applied to floors to give a long-term protective coating. They create a film that protects against liquids, grease, stains, bacteria, and dirt.
- _____ 15. Machines that polish, buff, strip, scrub, and shampoo floors.
- _____ 16. All-purpose cleaners that remove soil, grease, and acid-based stains. Depending on their strength, they can clean drains, remove stains, whiten surfaces, and disinfect.

- _____ 17. Cleaning agents that remove rust stains, clean mineral deposits from bathroom fixtures, and remove tarnish from copper and brass. Depending on their strength, they could remove water stains, soil and stickiness from unvarnished wood, and cement and plaster from tile.
- _____ 18. Cleaning agents that are used to hide odors.

Part C: Answer the following questions.

19. What equipment do laundry attendants use?

20. What types of cleaning agents do housekeeping employees use?

CHAPTER SEVENTEEN TEST
Housekeeping and Laundry Tasks in Hotel Operations

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Clean rooms are important to
 - A. preventive maintenance.
 - B. guest satisfaction.
 - C. pest control.
 - D. all of the above.

- _____ 2. Room attendants place cleaning carts against the doorways of the rooms they are cleaning because
 - A. it blocks dirt from blowing into the room as it is being cleaned.
 - B. it prevents people from coming inside the room unnoticed.
 - C. their cleaning and guest room supplies are in the cart.
 - D. Both A and C are correct.

- _____ 3. Which of the following could inhabit bathroom and vanity areas and cause illness?
 - A. tray and ice bucket
 - B. glasses and towels
 - C. bacteria and viruses
 - D. ashtrays and tissues

- _____ 4. The best way to control pests is
 - A. maintaining high housekeeping standards daily.
 - B. inspecting cracks and crevices.
 - C. keeping things in tightly sealed containers.
 - D. All of the above are correct.

- _____ 5. Room attendants' duties include all of the following, except
 - A. straightening the room while watching for guests' belongings left behind.
 - B. stripping and remaking beds.
 - C. stocking housekeeping and laundry storage rooms and linen closets.
 - D. restocking guest room supplies and linens in guest rooms.

- _____ 6. Public area housekeepers' duties include all of the following, except
 - A. cleaning public restrooms and public areas.
 - B. inspecting buildings for cracks and structural problems.
 - C. dusting, sweeping, vacuuming, polishing metal, and picking up trash.
 - D. stocking housekeeping and laundry storage rooms and linen closets.

- _____ 7. Laundry attendants' duties include
 - A. making beds with clean linens daily.
 - B. stripping bathrooms and beds of dirty linens.
 - C. placing stained linens inside a pillowcase.
 - D. washing, drying, folding, and placing clean linens in linen closet or storage areas.

- _____ 8. A sleeper is
 A. a room that is not listed on the computer as being vacant and ready to be occupied, although it is.
 B. a person who leaves the hotel without paying the room bill.
 C. a person who fails to check out by the hotel's deadline.
 D. a guest who requests wake-up call service.
- _____ 9. Room attendants' worksheets list the following, except
 A. the room's number.
 B. the room's condition or status.
 C. if the room is out of order.
 D. if the room has been inspected.
- _____ 10. Public areas should be kept clean and neat for the following reasons, except
 A. they are the first areas of the hotel guests see.
 B. to allow them to be aired out and dust-free for a while.
 C. first impressions are formed there.
 D. they are often inhabited by guests when they are not in their rooms.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

damp mopping
 dry mopping
 mangle
 night service
 room status

second service
 skip
 sleeper
 stayover
 vacant and dirty

- _____ 11. Housekeeping work that includes straightening the guest rooms, replenishing guest room supplies, and turning down bedding.
- _____ 12. A guest who leaves without paying his or her hotel bill.
- _____ 13. A room in which guests are expected to stay another day.
- _____ 14. A room vacated by a guest and needing to be cleaned by a room attendant.
- _____ 15. The condition of occupancy, cleanliness, order, or readiness of a guest room.

Part C: Answer the following questions.

16. Why are clean guest rooms and public areas important to the hotel operation?

17. What are room attendants' duties?

18. What are laundry attendants' duties?

19. Why are guest rooms inspected?

CHAPTER EIGHTEEN TEST

Time and Energy Management Techniques for Housekeeping and Laundry Tasks

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Time and energy management helps people
 - A. complete more tasks in more time.
 - B. conserve work methods.
 - C. simplify energy.
 - D. complete more than one task at a time.

- _____ 2. Posture can affect the way a person's body
 - A. uses energy.
 - B. uses time.
 - C. simplifies work methods.
 - D. uses fatigue.

- _____ 3. Simplified work methods help
 - A. conserve time.
 - B. conserve energy.
 - C. reduce fatigue.
 - D. all of the above.

- _____ 4. Efficient housekeeping employees
 - A. are those who have more experience performing housekeeping work.
 - B. pace themselves and plan their work.
 - C. use equipment.
 - D. work as fast as they can in the mornings.

- _____ 5. The key to employee participation in work simplification is
 - A. time logs.
 - B. pacing.
 - C. training.
 - D. close supervision and scrutiny.

- _____ 6. The point at which productivity declines is the point at which
 - A. pacing should begin.
 - B. employees should be evaluated.
 - C. fatigue begins.
 - D. All of the above are correct.

- _____ 7. Employees need _____ and _____ to produce energy and eliminate fatigue.
 - A. energy and time
 - B. well-balanced diets and rest
 - C. calories and energy
 - D. both A and C

- _____ 8. Storing items close to places where they are _____ saves time and energy used when searching for the items.
- A. frequently used
 - B. not easily seen or easily obtained
 - C. away from traffic
 - D. out in front
- _____ 9. Which of the following is not a work simplification technique?
- A. Make one side of the bed at a time.
 - B. Carry several items to a place at one time instead of making several trips.
 - C. Clean bathroom and vanity areas after spraying air freshener in the room.
 - D. Check to see if beds have been used by looking at rolled bed pillows.
- _____ 10. Fatigue can be prevented by
- A. working faster, thus getting exercise.
 - B. planning when exertion should occur.
 - C. helping people analyze their time.
 - D. taking rest breaks.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given.

energy management
fatigue
time log

time management
work simplification

- _____ 11. The processes of planning, organizing, implementing, and evaluating the use of the time resources that each human being has to accomplish goals and satisfy wants, needs, and demands.
- _____ 12. Weariness that is caused from labor or exertion and is accompanied by reduced work performance.
- _____ 13. A device that helps inform people about how their time is spent and whether or not it was spent effectively.
- _____ 14. Organizing and seeking the easiest, simplest, and quickest method for doing work.

Part C: Answer the following questions.

15. How can fatigue affect an employee's work? How can fatigue be prevented?

16. How does time and energy management help an employee?

17. How do work simplification techniques help employees' productivity?

18. Describe an efficient housekeeping employee. Why is this employee efficient, and why is this employee an asset to the hotel?

CHAPTER NINETEEN TEST
Sanitation and Disinfection Techniques in Housekeeping and Laundry Tasks

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Dirt, dust, and grime are breeding grounds for disease-causing organisms, known collectively as
 - A. spores.
 - B. infections.
 - C. pathogens.
 - D. bacteria.

- _____ 2. Odors are clues that _____ and _____ are present.
 - A. soil, bacteria
 - B. spores, organisms
 - C. fungus, germicides
 - D. germicides, disinfectants

- _____ 3. Sanitation reduces pathogens to a level
 - A. considered harmful but controllable with use of a disinfectant.
 - B. considered safe for good health.
 - C. where the pathogens will rapidly multiply.
 - D. considered acceptable for human consumption.

- _____ 4. Pathogens cannot grow or exist without the following three elements:
 - A. dust, dirt, and grime
 - B. soil, bacteria, and odors
 - C. disinfection, sanitation, and germicides
 - D. moisture, heat, and food

- _____ 5. If odor, soil, and bacteria are present, usually _____ also are present.
 - A. disinfectants
 - B. infections
 - C. germicides
 - D. pathogens

- _____ 6. What are the main methods for managing pathogens?
 - A. heat and moisture
 - B. removal and killing
 - C. washing machines and cleaning cloths
 - D. both A and B

- _____ 7. The different types of germicidal disinfectants include the following:
 - A. quaternary ammonium compounds
 - B. phenolic compounds, chloride, and pine oil
 - C. all of the above
 - D. none of the above

- _____ 8. Sanitation and disinfection prevents pathogens and other germs from
 - A. spreading to guests and creating odors.
 - B. attracting rodents and insects.
 - C. cleaning and sterilizing.
 - D. both A and B.

- _____ 9. Disinfectants added to the laundry's wash or rinse water
A. help kill thirty kinds of bacteria.
B. help bacteria survive several washings.
C. help prevent liability claims.
D. help spread contamination and infection.
- _____ 10. By protecting hotels against contamination, housekeeping employees
A. maintain high standards of cleanliness.
B. prevent the loss of future hotel business.
C. prevent liability claims.
D. All of the above are correct.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

antiseptic
chloride
disinfectants
disinfection
germicides

pathogens
phenolic compounds
sanitation
sterilization
sterilizing

- _____ 11. The process of killing all living organisms on a surface.
- _____ 12. Chemicals used to disinfect a surface by killing many pathogens.
- _____ 13. The process of freeing something from infection or contamination by destroying disease-causing microorganisms.
- _____ 14. The collective name for disease-causing microorganisms which include bacteria, viruses, fungi, and spores.
- _____ 15. The process of making something clean or sterile. The promotion of hygiene and prevention of disease by maintaining clean and sterile conditions.
- _____ 16. Germicides used on inanimate objects.
- _____ 17. Germicides used on living things.

Part C: Answer the following questions.

18. Why is sanitation and disinfection important to hotel operations?

19. How do sanitizing and disinfecting techniques kill pathogens?

20. What are some sanitizing and disinfecting techniques used in hotels?

CHAPTER TWENTY TEST
Entering and Exiting Cleaning Areas

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Before entering a guest room, a room attendant should
 - A. say "housekeeping" loudly.
 - B. listen for a response from inside.
 - C. knock on the door.
 - D. All of the above are correct.

- _____ 2. Important aspects of entering and exiting procedures include
 - A. assurance of room cleanliness and order.
 - B. employee safety and guest privacy.
 - C. both A and B.
 - D. checking for knocking damage on doors.

- _____ 3. If a housekeeping employee receives no response from inside the room to be cleaned, he or she should
 - A. go on to the next cleaning assignment.
 - B. unlock and open the door and enter slowly.
 - C. tell the executive housekeeper and check the room again later.
 - D. None of the above are correct.

- _____ 4. If a guest room is occupied when it was believed to be vacant, the room attendant should
 - A. leave the room and report the information to the executive housekeeper.
 - B. enter the room and ask the guest to leave while the room is being cleaned.
 - C. leave the room apologizing for the intrusion and go on to the next room to be cleaned.
 - D. ask the guest when housekeeping service would be desired.

- _____ 5. Room attendants should block guest room doors with cleaning carts to
 - A. prevent the executive housekeeper or inspector from inspecting the room.
 - B. prevent unwanted intruders from entering the room.
 - C. make supplies accessible.
 - D. Both B and C are correct.

- _____ 6. Rooms with "Do Not Disturb" signs on the door should
 - A. not be cleaned prior to checkout until the "Do Not Disturb" sign is removed.
 - B. be off limits to room attendants until the sign is removed.
 - C. be checked by the executive housekeeper after checkout.
 - D. All of the above are correct.

- _____ 7. Purposes of exiting procedures include
 - A. the executive housekeeper or inspector checking and approving the room.
 - B. verifying all room components have been cleaned and not overlooked.
 - C. preventing unwanted intruders from coming into the room unnoticed and to protect guest privacy.
 - D. all of the above.

- _____ 8. Purposes of entering procedures include
- A. the executive housekeeper or inspector checking and approving the room.
 - B. verifying all room components have been cleaned.
 - C. preventing unwanted intruders from coming into the room unnoticed and to protecting guest privacy.
 - D. making sure all furnishings are in their proper places.
- _____ 9. An "Out Of Order" sign is used by a
- A. public area housekeeper cleaning a guest room.
 - B. public area housekeeper cleaning a chair.
 - C. public area housekeeper cleaning a public restroom or shower.
 - D. public area housekeeper cleaning a doorway.
- _____ 10. Exiting procedures include
- A. looking around the room to see that everything is in order.
 - B. knocking on guest room doors or restroom doors.
 - C. turning on lights and appliances.
 - D. both B and C.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

Do Not Disturb sign
entering procedures
exiting procedures
Out Of Order sign

- _____ 11. A warning to people that the room is being cleaned and is not available for use.
- _____ 12. A warning to people that the guest does not want to be bothered.

Part C: Answer the following questions.

13. What are the purposes for entering procedures? Why are they important?

14. What are the purposes for exiting procedures? Why are they important?

15. List the procedures for entering a guest room or public restroom.

16. What should a room attendant do if a guest room is occupied when it was believed to be vacant?

CHAPTER TWENTY-ONE TEST
Linen Repair and Maintenance

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. The lifespan of hotel linens depends on
 - A. mending.
 - B. stain removal.
 - C. carelessness.
 - D. the care and treatment they receive.

- _____ 2. Linens left damp for a long time become
 - A. soiled.
 - B. mildewed.
 - C. torn.
 - D. patched.

- _____ 3. Linens are damaged from
 - A. daily wear and tear.
 - B. holes burned in linens from tobacco products.
 - C. protruding nails and splinters.
 - D. all of the above.

- _____ 4. The purpose of linen repair is to
 - A. make tablecloths, napkins, towels, and sheets look as nice as possible for as long as possible.
 - B. reduce replacement costs.
 - C. both A and B.
 - D. make linens into cleaning cloths.

- _____ 5. Mildew is
 - A. a fungus.
 - B. an insect that eats linens.
 - C. soil.
 - D. wet linen.

- _____ 6. Laundry attendants check for _____ as they sort laundry.
 - A. insects and rodents
 - B. patches and darned areas
 - C. stains, wear, and damage
 - D. dirt and sand

- _____ 7. Linens can be mended by
 - A. patching.
 - B. darning.
 - C. hand or sewing machine.
 - D. all of the above.

- _____ 8. Linens in too bad a condition for hotel use are
 - A. sold to employees.
 - B. made into cleaning cloths.
 - C. thrown away.
 - D. both A and B.

- _____ 9. When making cleaning cloths, laundry attendants
A. order direct from the manufacturer.
B. use worn, dingy, or stained linens.
C. do not make cleaning cloths.
D. cut extra hand towels to size and hem the edges.
- _____ 10. The selection of stain treatment solutions used on linens depends on
A. the fabric, soil, and stain.
B. how long the linens were clean before becoming stained.
C. how yellow the linens are.
D. the size of the stain.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

darning
mending
mildew

patching
soiling
stains

- _____ 11. A fungus growth and stain that has a bad smell and grows on fabric or surfaces that are left damp for a long time.
- _____ 12. A method of repairing holes by affixing a piece of material to another piece of material to cover or reinforce a weakened or worn area.
- _____ 13. Soiled or discolored spots.
- _____ 14. A method for repairing a hole or tear by anchoring yarns in the fabric following the grain.
- _____ 15. The act of repairing or restoring something to good condition.

Part C: Answer the following questions.

16. Why is linen care, maintenance, and repair important to a hotel operation?

17. When should stain removal and mending be performed? Why?

18. How does a laundry attendant remove stains?

CHAPTER TWENTY-TWO TEST

Sources and Functions of Nutrients

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Nutrients that the human body uses include
 - A. fruits and vegetables.
 - B. proteins, carbohydrates, and fats.
 - C. breads and cereals.
 - D. calories and hemoglobin.

- _____ 2. Nutrients are supplied by
 - A. food.
 - B. over-the-counter supplements.
 - C. additives to food.
 - D. all of the above.

- _____ 3. Proteins are responsible for
 - A. adding bulk to the body for aiding digestion and elimination of wastes.
 - B. helping the body use fats efficiently.
 - C. growth, maintenance, and repair of body tissues.
 - D. none of the above.

- _____ 4. The energy values of food are measured in
 - A. ounces.
 - B. collagen.
 - C. calories.
 - D. energy exchanges.

- _____ 5. Carbohydrates are
 - A. cellulose.
 - B. sugars and starches.
 - C. both A and B.
 - D. none of the above.

- _____ 6. Fats are
 - A. energy-rich, semisolid, organic compounds found in animal and plant tissues.
 - B. composed of amino acids linked into chains.
 - C. building blocks of protein molecules.
 - D. sources of bulk, which aid in elimination of wastes and digestion.

- _____ 7. Fats are responsible for
 - A. providing energy.
 - B. transporting and absorbing fat-soluble vitamins A, D, E, and K.
 - C. cushioning vital organs in the body.
 - D. all of the above.

- _____ 8. Vitamins are responsible for
 - A. helping release energy from foods.
 - B. adding flavor to food.
 - C. maintaining body processes and development.
 - D. both A and C.

- _____ 9. Minerals help
 A. produce antibodies to fight infections.
 B. give strength and rigidity to many body tissues and with many other vital functions.
 C. provide energy and calories.
 D. supply lubrication for joints and muscles.
- _____ 10. Essential amino acids and essential fatty acids are those acids which are
 A. supplied by the body.
 B. supplied by food.
 C. not supplied by the body.
 D. both B and C.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

amino acids
 arteriosclerosis
 ascorbic acid
 calories
 carotene
 cholesterol
 galactose

lipids
 magnesium
 metabolic processes
 metabolism
 niacin
 nutrients
 proteins

- _____ 11. The building blocks of protein molecules.
- _____ 12. Units of heat which measure the amount of energy available from foods and the energy exchange taking place in the body.
- _____ 13. Life sustaining substances that promote the growth of and nourish the human body.
- _____ 14. The scientific name for fats, fat-like substances, and oils.
- _____ 15. The chemical changes in living cells by which energy is provided for vital bodily processes and functions and new material is absorbed to repair the waste.
- _____ 16. Vitamin C
- _____ 17. A sugar produced by the human body when lactose (milk sugar) is digested.

Part C: Answer the following questions.

18. What are the functions of water in the body?

19. What are the functions of carbohydrates?

20. What is the difference between fat-soluble and water-soluble vitamins?

CHAPTER TWENTY-THREE TEST

Nutrient Retention

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Nutrient loss can be caused by
 - A. high temperatures.
 - B. short cooking times.
 - C. hydrogenation.
 - D. both A and B.

- _____ 2. To retain water-soluble nutrients
 - A. soak foods in water.
 - B. do not discard juices or solutions the food was cooked in.
 - C. soak foods in fat.
 - D. both A and B.

- _____ 3. Cooking times can be reduced by
 - A. covering the pan to hold in heat.
 - B. heating the cooking surface or cooking solution before cooking food.
 - C. cooking only until vegetables are tender and crisp and meats are done.
 - D. all of the above.

- _____ 4. What causes protein to coagulate or harden?
 - A. moist heat
 - B. cooking with water
 - C. high heat
 - D. short cooking periods

- _____ 5. Water used to cook foods with carbohydrates, vitamins, and minerals should be
 - A. thrown out or poured down the drain.
 - B. saved for use in soups, sauces, or gravies.
 - C. thick.
 - D. sugary.

- _____ 6. Every food item stored in the cooler or freezer must be
 - A. wrapped, labeled, and dated.
 - B. regulated by the department of health.
 - C. rotated so that items are first in, last out.
 - D. all of the above.

- _____ 7. Stock must be rotated so that
 - A. newer foods are used before older foods.
 - B. newer foods are used first.
 - C. older foods are used before newer foods.
 - D. older foods are used last.

- _____ 8. To prevent or reduce oxidation
 - A. soak foods in water or cooking solution.
 - B. use dark bottles or containers.
 - C. cut food into small pieces so that they will cook quicker.
 - D. heat cooking surface or solution before adding and cooking food.

- _____ 9. Keeping food for a long time at serving temperatures can
 A. negatively affect food quality and nutrient retention.
 B. improve food quality.
 C. improve nutrient retention because the nutrients pass back into the food.
 D. keep nutrients in the food.
- _____ 10. The following are good cooking methods for nutrient retention except
 A. pressure steaming.
 B. pressure cooking.
 C. boiling.
 D. stir-frying.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

braising
 danger zone temperatures
 fat-soluble
 food-borne organisms
 heat destruction
 light destruction

microwave cooking
 nutrient retention
 oxidation
 steaming
 stir-frying
 water-soluble

- _____ 11. The act of keeping nutrients within the foods from which they originate.
- _____ 12. The reaction when a light-sensitive nutrient is exposed to too much light and the result is nutrient loss.
- _____ 13. The combination and reaction of a substance with oxygen.
- _____ 14. The reaction when a nutrient is exposed to too much heat and the nutrient loses its value.
- _____ 15. The temperature range at which food-borne organisms are able to grow and spread.
- _____ 16. Viruses, parasites, bacteria, or toxins produced by bacteria that are found in foods or on equipment used to prepare foods. People who consume foods contaminated with these usually become sick.

Part C: Answer the following questions.

17. What are the causes of nutrient loss?

18. How can oxidation be reduced or prevented?

19. How can water-soluble nutrients be retained?

20. How should foods be prepared for best retention of proteins?

CHAPTER TWENTY-FOUR TEST
Housekeeping Procedures and Sanitation Standards

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. If food and beverages are not prepared in sanitary conditions, many people can become ill from
A. food-borne organisms.
B. communicable diseases.
C. both A and B.
D. none of the above.
- _____ 2. Bacteria is carried by
A. microscopic plants.
B. hands, coughing, sneezing, utensils, foods, and pests.
C. salmonella, botulism, hepatitis, and trichinosis.
D. all of the above.
- _____ 3. Food-borne illnesses caused by poor sanitation include
A. salmonella.
B. staphylococcus aureus.
C. streptococcal infections.
D. all of the above.
- _____ 4. Health department inspections include
A. checking that the business is free of debris and unused equipment.
B. making sure unused equipment is in the kitchen.
C. ensuring traffic in a room is blocked.
D. verifying that buspersons remove dishes from tables.
- _____ 5. Good personal hygiene is important because
A. hands touch everything.
B. what customers do not know will not hurt them.
C. money, food products, and dishes are cleansed of germs.
D. cleanliness is a regulator.
- _____ 6. Dried food spills
A. are difficult to remove.
B. contain bacteria.
C. contaminate food preparation surfaces.
D. all of the above.
- _____ 7. Food-borne organisms grow when the temperature of a food item is between
A. 40°F and 170°F.
B. 45°F and 140°F.
C. 40°F and 140°F.
D. 45°F and 170°F.
- _____ 8. What temperature and time kills most food-borne organisms?
A. 45°F for one hour
B. 170°F for thirty seconds
C. 140°F for thirty seconds
D. 170°F for one hour

- _____ 9. Employees must wash their hands
A. after visiting the restroom.
B. before smoking.
C. before visiting the restroom.
D. when they have time.
- _____ 10. Food operation employees' hair
A. may be worn in any way.
B. should be clean and restrained in some way at all times.
C. should be worn in hairnets.
D. should be short.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

air drying
bacteria
bleach solutions
bus tubs
degreaser

infectious hepatitis
salmonella
staphylococcus aureus
streptococcal infection

- _____ 11. Tiny, one-celled microorganisms that can only be seen with a microscope. Some can spoil food and make people sick.
- _____ 12. A virus passed by infected workers handling food or by eating shellfish from polluted water.
- _____ 13. Containers for carrying dirty dishes from tables to the room where they are to be washed.
- _____ 14. A food-borne illness that is caused by bacteria that usually come from contaminated meat and poultry and the workers who handle these food items.

Part C: Answer the following questions.

15. Why are housekeeping and sanitation standards important?

16. What are personal sanitation requirements food and beverage operations have? Why are they necessary?

17. How do food operations sanitize dishes?

18. How should pests be controlled? Why should pests be controlled?

CHAPTER TWENTY-FIVE TEST

Choice of Food Service Equipment

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Separate work areas, utensils, and equipment
 - A. for each type of food preparation is unnecessary.
 - B. should be provided for each kitchen employee.
 - C. should be made into one large work area when remodeling food operations.
 - D. should be provided for each type of food preparation kitchen employees perform.

- _____ 2. Some thermometers are used to
 - A. test the accuracy of food operation equipment thermostats.
 - B. stir food.
 - C. brown food.
 - D. all of the above.

- _____ 3. Some knives used in food operations are
 - A. French, utility, paring, and boning.
 - B. zester, vegetable peelers, cheese slicers, and graters.
 - C. China cap, pastry blender, spatula, and brazier.
 - D. deck, sieve, ball cutter, and skimmer.

- _____ 4. Carborundum stones
 - A. are used to sharpen knife blades.
 - B. are used to remove burrs from knife blades.
 - C. protect counter tops and knives from damage.
 - D. protect knife blades from damage.

- _____ 5. In food operations, food may be served from
 - A. steam tables and bain maries.
 - B. hotel pans and bain-marie saucepans.
 - C. buffet units.
 - D. all of the above.

- _____ 6. Steam tables and bain maries are
 - A. food warming and serving equipment.
 - B. heated with steam.
 - C. heated by infrared lamps.
 - D. both A and B.

- _____ 7. Food operations usually keep cold, ready-to-serve food in
 - A. chilled pass-throughs.
 - B. walk-in coolers and freezers.
 - C. salad cases, dessert cases, and cold servers.
 - D. none of the above.

- _____ 8. The three compartments in a sink are used for
 - A. washing pots and pans.
 - B. washing dishes, flatware, glasses.
 - C. rinsing and sanitizing pots and pans.
 - D. both A and C.

- _____ 9. Good quality pots and pans
 A. are made from soluble metal.
 B. distribute heat uniformly.
 C. are made of copper, brass, cadmium, and aluminum.
 D. have hot spots.
- _____ 10. Equipment used to cook food includes
 A. reconstituting, revolving, deck, and convection ovens.
 B. skillets, sauce pots, and double boilers.
 C. buffet units and bain maries.
 D. all of the above.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

bain-marie saucepan
 balance scales
 boning knife
 food chopper
 China cap strainer
 colander
 equipment
 French knife

pastry wheel
 portion scale
 proofer
 strainer
 trunnion kettle
 utensils
 utility knife
 wire whip

- _____ 11. Small hand tools that are used to stir, cut, mix, serve, and hold food and beverages during food preparation.
- _____ 12. Large food processor.
- _____ 13. Large cone-shape strainer used for straining sauces.
- _____ 14. Knife with an eight to twelve-inch blade that is very wide at the heel and tapers to a point at the opposite end. The most used knife in commercial kitchens.
- _____ 15. A piece of equipment used to help yeast dough rise.
- _____ 16. Steam-jacketed cooking equipment that uses steam as an indirect heat source.
- _____ 17. Large items that receive, store, measure, mix, cut, knead, make, bake, cook, hold, and chill food and beverages and clean the food operation.
- _____ 18. Measuring tool with counterweights that is used by bakers to measure baking ingredients.

Part C: Answer the following questions.

19. What utensils or equipment would be the best to use for the following kitchen procedures?

- a. mixing
- b. cutting, slicing, trimming, or peeling fruits and vegetables
- c. baking and roasting
- d. cooking vegetables
- e. warming food until it is served

20. Describe convection ovens, microwave ovens, and revolving ovens.

CHAPTER TWENTY-SIX TEST
Management Principles Related to Food Production and Services

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Seeking and organizing the easiest, simplest, and quickest method for performing tasks.
 - A. production control
 - B. prep lists
 - C. work simplification
 - D. batch cookery

- _____ 2. Inventories help businesses keep track of
 - A. where profit was made.
 - B. time and effort spent on training new employees.
 - C. how much profit was made.
 - D. both A and C.

- _____ 3. Work simplification objectives managers could achieve in food operations include
 - A. having an organized effort and movement of items in food production.
 - B. following routines for opening, closing, sidework, and serving duties.
 - C. having efficiency in the work performance.
 - D. both A and C.

- _____ 4. The reason for controlling expenses and conducting inventories is
 - A. profit.
 - B. to find shortages.
 - C. to make the workplace more time and energy efficient.
 - D. to determine if menu items are priced right.

- _____ 5. Work simplification techniques servers can implement at food operations include the following except
 - A. consolidating trips back and forth from the kitchen.
 - B. assigning employees specialized work areas.
 - C. checking pass-throughs when in the kitchen area.
 - D. helping other employees by clearing tables of dirty dishes.

- _____ 6. Controllable variables that affect food costs include
 - A. inaccurate prices charged customers.
 - B. product waste and spoilage.
 - C. food inspections when shipments arrive.
 - D. all of the above.

- _____ 7. A food operation's labor costs include
 - A. employee paid savings plans and insurance policies.
 - B. wages, salaries, and social security taxes.
 - C. unemployment and workers' compensation insurance.
 - D. both B and C.

- _____ 8. Quality control depends on
 - A. standardized recipes and menu specifications.
 - B. prep lists and sales projections for each menu item.
 - C. theft of supplies and money.
 - D. competitive menu prices.

- _____ 9. Menu revision involves
 - A. determining which items sell well and which items do not.
 - B. eliminating poor selling items and adding new menu items.
 - C. both A and B.
 - D. preparing daily prep lists, recipes, and sales projections.

- _____ 10. What type of inventory system uses stock record cards to indicate to buyers or managers the amount of stock left of an item?
 - A. product inventory
 - B. perpetual inventory
 - C. physical inventory
 - D. portion inventory

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

batch cookery
 food costs
 labor costs
 materials costs

perpetual inventory
 physical inventory
 product inventory
 production costs

- _____ 11. Making a large amount of food at one time.
- _____ 12. Inventory performed once a month.
- _____ 13. Costs of ingredients used to produce a food item.
- _____ 14. Inventory that tells managers how often food supplies are used, how much to order, and the type and sizes of products in storage.
- _____ 15. Costs of having employees work for the food operation.

Part C: Answer the following questions.

- 16. Why should food operations' costs be controlled?

17. What is quality control?

CHAPTER TWENTY-SEVEN TEST

Quantity Food Production Techniques

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Recipes are enlarged through the use of a
 - A. menu planner and menu specification.
 - B. menu specification and menu formula.
 - C. standardization formula.
 - D. conversion formula and conversion factor.

- _____ 2. Menus are merchandising tools designed to
 - A. present entrees in an attractive manner that stimulates customers' appetites.
 - B. make efficient use of employees and equipment.
 - C. use all edible trimmings and leftovers.
 - D. control portion sizes and food costs.

- _____ 3. Menu specifications describe the characteristics of _____ used for food production.
 - A. ingredients
 - B. condiments
 - C. food products
 - D. all of the above

- _____ 4. Dry-heat cooking methods used in food operations include all of the following except
 - A. broiling.
 - B. baking.
 - C. pressure cooking.
 - D. roasting.

- _____ 5. Broths and stocks are cooked using
 - A. dry heat.
 - B. moist heat.
 - C. radiation.
 - D. dry heat with fat.

- _____ 6. Tenderization
 - A. softens connective tissues.
 - B. causes proteins to coagulate.
 - C. preserves tenderness in tender cuts of meat during cooking.
 - D. all of the above.

- _____ 7. Effective portion control is required to
 - A. keep food costs in line.
 - B. give all customers consistent sized servings.
 - C. Both A and B are correct.
 - D. None of the above are correct.

- _____ 8. Cooks ice down leftover hot foods so
 - A. food will be exposed to danger zone temperatures for less time.
 - B. the leftovers can be handled for wrapping without burning employees' hands.
 - C. food-borne organisms will grow faster.
 - D. diners will not injure their mouths with food that is served too hot.
- _____ 9. Convenience foods
 - A. save food costs.
 - B. save in costs per portion.
 - C. save food production time, energy, and labor.
 - D. are less expensive than foods that are made from scratch.
- _____ 10. Standardized recipes help control food costs by specifically stating
 - A. the exact skill level required.
 - B. the exact yield and portion sizes.
 - C. preparation methods used in cooking.
 - D. the production sequence.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

caramelization
convenience food
conversion factor
conversion formula
food portioning
menu planning
menu specifications

portion control
profit
standardized recipe
standard portions
stock
tenderization
yield

- _____ 11. Formula that determines the number that is multiplied with each ingredient's measurement in the original recipe to create an enlarged recipe.
- _____ 12. Amount of finished product produced by a recipe.
- _____ 13. Process of selecting food and beverage items for a menu that are acceptable by management and customers while keeping aspects of the food operation in mind.
- _____ 14. Statements that describe the characteristics of a food product, ingredient, or condiment used for food production.
- _____ 15. A formula developed by a particular food operation for use with its equipment, by its cooks, and to be served to its customers.
- _____ 16. Partially prepared food product or ingredient that saves food production time.
- _____ 17. Dividing food into equal servings.
- _____ 18. Measuring, regulating, and performing other techniques used to ensure standard-sized servings.

Part C: Answer the following questions.

19. How are menus used in food operations?

20. What are the purposes of menu specifications?

CHAPTER TWENTY-EIGHT TEST
Food Presentation Techniques

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Food presentation involves
 - A. making food look appetizing on the plate or in the serving dish.
 - B. removing moisture and grease.
 - C. cluttering plates with garnishes.
 - D. selecting foods for their dryness.

- _____ 2. The emphasis of fast-food and takeout packaging is placed on
 - A. packaging food items in a manner that creates a picture.
 - B. dryness.
 - C. securing moisture.
 - D. retaining heat.

- _____ 3. To create an appealing picture when plating food, place food items
 - A. where they are appealing to the customer's eyes.
 - B. where their colors will enhance other items on the plate.
 - C. around two sides of the main entree.
 - D. All of the above are correct.

- _____ 4. Chefs or cooks begin food presentation by selecting
 - A. food garnishes.
 - B. food with contrasting colors.
 - C. china plates on which the food will be served.
 - D. food with moisture and grease.

- _____ 5. A garnish should be
 - A. used in even numbers and scattered around the plate.
 - B. placed in one spot on the plate so as not to clutter.
 - C. edible, colorful, and of a flavor that complements the food.
 - D. of a color that does not contrast with the plated meal's colors.

- _____ 6. _____ items often do not have vibrant colors; therefore, contrast and interest should be added to the meal by other foods.
 - A. Vegetable
 - B. Meat
 - C. Main entree
 - D. Both B and C

- _____ 7. Chefs are not using plate garnishes as much today as they did in the past because they believe
 - A. garnishes only clutter the plates.
 - B. food cannot speak for itself.
 - C. heavy sauces are used regularly instead.
 - D. garnishes do not give enough color and interest.

- _____ 8. Food items should
A. not touch each other.
B. not touch the rim of the plate.
C. not have juices running or blending together.
D. All of the above are correct.
- _____ 9. Takeout menu items are selected by a food operation for their
A. attractiveness inside takeout containers.
B. juiciness and moisture.
C. dryness.
D. aesthetic appearance.
- _____ 10. Food items on a plate should divide the plate into _____ parts with each food item separated from the other food items.
A. five
B. three
C. four
D. two

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

arrangement
balance
food presentation

garnish
proportion

- _____ 11. To adorn or decorate food with some kind of embellishment.
- _____ 12. Placing food on the plate so that colors, shapes, and textures will contrast; all food items will be conveniently accessible to the customer, and the plate will have a simple, neat appearance.
- _____ 13. The act of making the meal attractive and exciting to the customer's eyes.
- _____ 14. The harmonious, balanced relationship between the food items on a plate, their portion sizes, the plate size, and the whole visual effect created.
- _____ 15. Providing variety and contrast to create a neat result without looking awkward.

Part C: Answer the following questions.

16. Why is attractive food presentation important?

17. What principles are important to remember when garnishing plated food?

18. What principles are important to remember when plating food?

CHAPTER TWENTY-NINE TEST

Food Server Techniques

Part A: The following are multiple-choice items. Choose the best answer and write the letter of your response in the blank beside each item.

- _____ 1. Customers evaluate food operations by
 - A. the attractive people that can be seen dining at the food operation.
 - B. the manner in which they are greeted, seated, informed of menu offerings, assisted in ordering, served, and given follow-up service.
 - C. the number of courses in which the meal is served.
 - D. the way the food operation merchandises its menu.

- _____ 2. Menus should be presented to customers by any of the following methods except
 - A. placing menus at the place setting before each customer.
 - B. placing menus in a stack together in the middle of the table.
 - C. placing closed menus into each customer's hand.
 - D. placing opened menus into each customer's hand.

- _____ 3. When presenting menus, servers should do all of the following except
 - A. bend at the waist.
 - B. keep a straight back.
 - C. present a slouched appearance.
 - D. place a hand behind the back.

- _____ 4. Teamwork among all employees is important to
 - A. food quality.
 - B. menu merchandising.
 - C. marketing.
 - D. customer service.

- _____ 5. Servers should follow the serving rule
 - A. Lower from the left, and raise from the right.
 - B. Lower from the right, and raise from the left.
 - C. Lower from the left, and raise from the left.
 - D. Lower from the right, and raise from the right.

- _____ 6. Beverages should be served from
 - A. the left.
 - B. the right.
 - C. the right, left, or over the customer's shoulder.
 - D. over the customer's shoulder.

- _____ 7. Information written on a customer's ticket includes
 - A. the table number and server name or number.
 - B. abbreviations of items ordered and their prices.
 - C. both A and B.
 - D. abbreviations of items ordered only.

- _____ 8. Using a reference point at each table, servers often list customer orders in a particular order on the ticket
- A. so the server will know which direction he or she is standing (north, south, east, or west).
 - B. so the cook will remember which food item was ordered first.
 - C. so the precheck machine will calculate the prices accurately.
 - D. to help keep an account of which customers ordered the food items so that service can be more efficient.
- _____ 9. In addition to waiting tables, servers' duties usually include the following except
- A. cleaning tables, floors, counters, and appliances.
 - B. giving information or instructions to customers.
 - C. cooking the orders.
 - D. replacing items needed during the shift or for the next shift.
- _____ 10. The main concern of planning banquet service is
- A. having enough servers to serve customers well.
 - B. setting up the banquet room where attractive people can be seen and older people do not have as far to walk.
 - C. knowing which side to serve food and beverages because of the size of the crowd.
 - D. having time to perform sidework duties.

Part B: Use the words listed below. Match the definitions to the words by writing the correct word in the blank beside each definition given. Words are used only once.

course
house specials
merchandising the menu

selling the menu
sidework
station

- _____ 11. A verbal message used to call a customer's attention to some aspect about the menu, such as a special.
- _____ 12. The continuous cleaning, restocking, refilling, and replacement of items needed during the course of a shift or for the next shift.
- _____ 13. Specialty items food operations prepare. Managers encourage servers to suggest these items to customers.
- _____ 14. A part of a meal served as one unit at a time.
- _____ 15. Advertising the menu or items in it separate from the basic menu using various visual methods.

Part C: Answer the following questions.

16. Why is it important for food operation employees to understand their customers?

17. Why should employees cooperate with co-workers?

Answers

CHAPTER 1

Part A

- | | |
|------|-------|
| 1. A | 6. C |
| 2. D | 7. B |
| 3. D | 8. C |
| 4. C | 9. A |
| 5. D | 10. D |

Part B

- | | |
|------------------------------------|------------------------|
| 11. convention business | 15. corporate business |
| 12. participative management style | 16. feedback |
| 13. budget | 17. transient business |
| 14. management by objective | 18. marketing plan |

Part C

19. Advantages include the following:

- There is a variety of part-time and full-time jobs available with varying educational requirements.
- Employees can earn competitive salaries, wages, and benefits.
- Many jobs are available because of the demand for hospitality services workers.
- Employees enjoy a pleasant work environment.
- There are many opportunities for advancement and management training.
- The work is often rewarding.
- Some employees receive fringe benefits.

Disadvantages include the following:

- Managers must work long hours.
- Employees must work nights, weekends, and holidays.
- Managers may be continuously on call.
- The work is physically demanding.
- Time pressures in some positions may be stressful.
- The potential for personal liability is increased (especially for those who work in bars).

20. Responsibilities of general managers or department managers include the following:

- customer service and satisfaction
- budgeting
- recordkeeping
- personnel management
- sanitation, safety, and security
- inventory, purchasing, and receiving
- business' appearance
- public relations promotion
- delegating authority
- training personnel
- achieving departmental goals
- maintaining standards of performance
- operating the department within the budget
- controlling duties

CHAPTER 2

Part A

- | | |
|------|-------|
| 1. D | 6. A |
| 2. C | 7. D |
| 3. B | 8. A |
| 4. D | 9. D |
| 5. C | 10. B |

Part B

- | | |
|------------------|-------------------------|
| 11. ethics | 15. professional ethics |
| 12. morality | 16. code of ethics |
| 13. ethical | 17. kickbacks |
| 14. professional | 18. professionalism |

Part C

19. Ethics are important in the hospitality services industry because a hospitality services employee's conduct always affects other individuals, the business, and other businesses. Ethical standards and laws were developed because of problems between people, organizations, and the temptations associated with business. Enforcing ethically based standards protect people and organizations from having larger problems. If each person kept the common good as a major consideration in all decision making, then ideally, no person would intentionally violate other people's rights.
20. Professionalism is important in the hospitality services industry because hospitality services businesses serve middle-aged professionals and other people who expect to receive professional service. Part of professionalism's importance involves making good first impressions, providing excellent service, and presenting good images to customers so they will want to return again with repeat business. Professionalism also involves tact, patience, diplomacy, positive attitudes, quick customer acknowledgement, and attentiveness to customers' needs. All of these abilities are important because they help present the professional image and professional service the customer expects.

CHAPTER 3

Part A

- | | |
|------|-------|
| 1. B | 6. D |
| 2. D | 7. D |
| 3. C | 8. C |
| 4. A | 9. A |
| 5. B | 10. B |

Part B

- | | |
|--------------------------|---------------------------------|
| 11. private corporations | 15. franchisee |
| 12. shareholders | 16. subchapter S corporation |
| 13. silent partner | 17. multiple-unit organizations |
| 14. board of directors | 18. franchiser |

Part C

19. The five forms of business organization are sole proprietorships, general partnerships, limited partnerships, corporations, and subchapter S corporations. Sole proprietorships are businesses controlled by the owner with all profits going to the owner and taxed on the owner's personal income tax return. Sole proprietorships are easy to start, require no fees to create, have little regulations imposed on them, and require unlimited management authority. The owner is responsible for the business' success and liabilities.

General partnerships involve joint ownership of a business by people wanting to conduct business together. Because more than one owner is involved in the business, the business has access to more funds and business skills. Profits are divided among the partners, and the partners are taxed for their share of the profits on their personal income tax returns. Limited partnerships are a form of business organization in which the business is operated by general partners but also includes limited partners. The limited partner invests in the business but has no liability responsibilities beyond the amount of money he or she has invested in the business. In exchange for limited liability and investment opportunities, the limited partner does not have a voice in business decisions and lacks management control of the business.

A corporation is a form of business organization created by statute that allows a group of people to work together for a profit. The number of people required to form a corporation is established by state laws. Public corporations and private corporations differ in that the public can buy shares of ownership (stock) of public corporations. Private corporations do not sell shares of ownership to the public. A corporation's profits are taxed on a corporate tax rate and again at personal income tax rates after the profits have been divided among the shareholders. Corporate shareholders elect a board of directors to operate the business. Subchapter S corporations are a tax option form of incorporation that permits qualifying corporations to be taxed as sole proprietorships, which means profits are only taxed on owners' personal income tax returns and not at a corporate rate as well.

20. The five types of operational/management methods for businesses are owner-operated, owner-managed, independent, franchise, and chain-operated. Owner-operated businesses have services provided by the owner, and all management operations, decisions, and functions of the business are performed by the owner. Owner-managed businesses are operated or managed by the owner like the owner-operated method; however, the owner also hires a supporting staff of employees to help him or her run the business. Independent businesses are those owned by an individual who hires a general manager to manage the business and hire and supervise employees. These employees may include assistant managers or departmental managers if the business is large enough to support them.

Franchise businesses are those businesses in which the owner has entered into a franchise agreement (contract) with a franchise parent company that provides the business owner and the business with the franchise's name recognition, assistance in planning and opening the business, reservation and promotion services, and operational aids. In return, the franchise parent company (franchiser) charges the owner an initial franchise fee and a percentage of the sales

Continued on next page

Part C—Continued

revenue, as well as other necessary costs for advertising and supplies. Chain operations are several businesses with the same ownership that are managed by the chain or a professional management company.

CHAPTER 4

Part A

- | | |
|------|-------|
| 1. D | 6. A |
| 2. C | 7. C |
| 3. A | 8. D |
| 4. B | 9. B |
| 5. D | 10. C |

Part B

- | | |
|---------------------|------------------------|
| 11. tornado watch | 16. second degree burn |
| 12. choking | 17. chaseways |
| 13. Class C fire | 18. third degree burn |
| 14. tornado warning | 19. abdominal thrust |
| 15. water | 20. paramedic |

Part C

21. Pull out the pin. Aim the hose or extinguisher's nozzle at the base of the fire. Squeeze handle on extinguisher. Spray the fire in a sweeping motion through the blaze.
22. The rescuer should stand behind the victim and wrap his or her arms around the victim's waist. The rescuer should place his or her fist against the victim's abdomen and perform a rapid upward thrust. The thrusts should be repeated four times if necessary.

CHAPTER 5

Part A

- | | |
|------|-------|
| 1. D | 6. D |
| 2. B | 7. A |
| 3. C | 8. D |
| 4. C | 9. B |
| 5. A | 10. C |

Part B

- | |
|------------------------------------|
| 11. precheck machines |
| 12. computerized kitchen equipment |
| 13. automated dispenser, pourer |
| 14. frozen drink machine |
| 15. timer conveyor oven |

Part C

16. Managers believe computerization and automation has depersonalized customer service. Employees concentrate on the computers while registering guests rather than keeping eye contact with and smiling at guests during registration and checkin.

Some hotels use computerized self-service checkin terminals located away from the front desk. When a guest checks in or out, he or she uses this terminal and does not come in contact with an employee. Personal service and catering to guests' needs with a human touch has traditionally been important in the hospitality services industry.

Computerization and automation is beneficial to the hospitality industry in many ways. However, quality personal service also is important. The solution to the problem is to find a compromise that would allow use of the new technology for all the benefits while still providing personal service to guests.

17. Although these items may reduce cooking times, lower food costs, and improve food quality, the decision to use the new advances is based on four factors. The four factors include the following:

- the food the business prepares
- the method of cooking that gives the food the desired flavor
- the desired taste or flavor the business wants the food to achieve
- the image the business wants to portray

The new technological advances may or may not be capable of providing the desired quality and results the business needs.

CHAPTER 6

Part A

- | | |
|------|-------|
| 1. B | 6. D |
| 2. C | 7. C |
| 3. D | 8. C |
| 4. B | 9. C |
| 5. A | 10. B |

Part B

- | | |
|-------------------|---------------------|
| 11. mildew | 16. plumber's snake |
| 12. pool skimmers | 17. pH level |
| 13. Freon | 18. algae |
| 14. pool brush | 19. lime |
| 15. fertilizer | 20. bitumen |

Part C

21. Purposes of preventive maintenance and preventive maintenance schedules include the following:
- to plan in advance to check and maintain equipment on a periodic basis
 - to help prevent the business from experiencing major breakdowns at unexpected times
 - to help prevent the business from having to react to major problems that could affect guest or customer comfort and satisfaction
 - to notice signs of equipment or parts breaking down in order to correct these problems on a timely basis rather than on an emergency basis

22. The purposes of fertilizing and fertilization schedules include the following:
- to plan annual dates for fertilizing lawns, trees, shrubs, and other plants on the property
 - to make the soil rich in material needed to sustain plant growth
 - to help trees, shrubs, lawns, and other plants grow and remain healthy
 - to beautify the business' property

CHAPTER 7

Part A

1. B
2. C
3. D
4. A
5. C
6. A
7. D
8. B
9. D
10. C

Part B

11. steward or purchasing agent
12. steward or purchasing agent
13. rotating stock
14. purchase order
15. invoice
16. competitive bidding
17. request for credit memorandum
18. grade
19. inventory
20. stock

Part C

21. Steps in the purchasing procedure include the following:
- product selection
 - determination of inventory levels
 - competitive bidding
 - working with purveyors
 - receiving, inspection, and storage procedures
 - storeroom control procedures

CHAPTER 8

Part A

1. B
2. C
3. D
4. D
5. C
6. D
7. D
8. C
9. D
10. B

Part B

11. key control
12. safe-deposit boxes
13. hot lists
14. ticket walkers
15. limitation of liability

Part C

16. Ways of protecting property in the evening or after closing include the following:
 - not leaving money on the premises
 - leaving cash register drawers open and empty
 - engraving identifying names and numbers on furnishings and equipment
 - using burglar alarm systems and deadbolt locks
 - leaving on some interior and exterior lights
 - patrolling security premises at irregular intervals
 - adequately lighting exterior areas and parking lots
 - monitoring areas with electronic surveillance systems
17. Ways hospitality businesses can protect themselves from monetary loss include the following:
 - using good control measures for all operations
 - observing employees and guests
 - using precheck machines in food operations
 - performing frequent inventories of supplies
 - not allowing employees to take home leftovers
 - not allowing employees to use business keys
 - not allowing employees access to other employees' timecards or paychecks
 - not allowing employees to correct guest tickets
 - not allowing employees to bring their own liquor to sell
 - checking two forms of identification when accepting checks
 - comparing personal checks or credit card numbers to hot lists
 - observing surroundings and safety procedures when making bank deposits
18. Procedures employees should use to handle lost and found items include the following:
 - Place the item in a bag and label it with the room number, the employee's name, the date, and the time the item was found.
 - Give the item to the executive housekeeper or security officer.
 - Record the item on a daily log.
 - If a guest calls to report a lost item, the executive housekeeper or security officer should ask for a description of the item, checkin and checkout dates, and the address and telephone number of the person calling.
 - If the item is found, the guest should be notified.
 - If an item is not claimed within a certain amount of time, it may be awarded to the employee that found it.

CHAPTER 9

Part A

- | | |
|------|-------|
| 1. C | 6. A |
| 2. A | 7. D |
| 3. D | 8. B |
| 4. B | 9. C |
| 5. C | 10. D |

Part B

- | | |
|---------------------|-------------------|
| 11. marketing plans | 16. promotion |
| 12. product | 17. advertising |
| 13. market | 18. feeder cities |
| 14. competitors | 19. sales call |
| 15. action plan | 20. sales blitz |

Part C

21. Public relations and promotions strategies help a hospitality business by doing the following:
- promoting goodwill, prestige, and a favorable image
 - keeping the business' name familiar to the public so that the public will remember it when the business' services are needed
 - informing the public that the hospitality business is interested in the welfare of the community
 - creating inexpensive referrals for the business
 - being on the forefront of breaking news, which keeps the business' name familiar to the public
 - creating interest in the business and furthering its growth and acceptance
 - saving customers money while promoting itself
22. Hospitality businesses should develop annual marketing plans because they need
- goals to strive for in order to grow, survive, and succeed in a competitive market
 - to attract customers, stay ahead of competitors, and be profitable
 - to keep their businesses' names familiar to the public
 - an image that interests and is favorable to customers
 - a thorough understanding of their product, competitors, and markets
 - to fill as many rooms or tables as possible each night with satisfied customers to increase profits and reduce losses

CHAPTER 10

Part A

- | | |
|------|-------|
| 1. D | 6. D |
| 2. A | 7. D |
| 3. C | 8. C |
| 4. D | 9. A |
| 5. B | 10. D |

Part B

- | | |
|--|--|
| 11. Food and Drug Administration (FDA) | 16. bailment |
| 12. compensation | 17. bailee |
| 13. contributory negligence | 18. Federal Trade Commission (FTC) |
| 14. act of God | 19. truth-in-menu laws |
| 15. public enemy | 20. United States Department of Agriculture (USDA) |

Part C

21. Tavernkeepers were not required to follow the same laws as innkeepers because tavernkeepers were not considered to be engaged in public employment as innkeepers were. Tavern customers did not require shelter and protection from the hazards of the night. Taverns closed their doors at night leaving their customers to find protection in their homes. Since taverns were not protectors of customers, they were not obligated to admit everyone as inns were.
22. Yes, hospitality employees need to know and understand laws related to their industry because the knowledge about the basic laws and legal principles of the hospitality services industry will help employees understand why policies are in place at hotel and food and beverage operations where they work. Most policies were established to help the businesses conform to legal obligations while serving customers and protecting the businesses' interests.
23. Limitations of liability laws are important to innkeepers because they limit the amount of compensation or money a guest may receive from a hotel for loss of property. Otherwise, hoteliers would be responsible for the entire amount of losses or damages that occur in the hotel. This could become quite expensive.
24. Duties of innkeepers (hoteliers) include the following:
 - to provide shelter, protection, and food to travelers
 - to admit the public, with few exceptions, without discrimination in treatment
 - to receive people incapable of making binding contracts
 - to receive guests twenty-four hours a day, seven days a week
 - to charge reasonable rates for services
 - to receive strangers who are guests of guests
 - to provide satisfactory facilities
 - to protect guests and their property from harm

Duties of food and beverage operation owners include the following:

- to admit customers
- to operate the business in a manner that will protect customers from being harmed at the establishment
- to sell products in an appropriate manner

The duties of innkeepers (hoteliers) and food and beverage operation owners are important for the following reasons:

- to protect the business from negligence and liability
- to protect the hotel business from committing a misdemeanor for not admitting guests
- to make a profit from operating the business, but not by overcharging for services rendered
- to protect guests or customers from unscrupulous practices, harm, illness, or injury

CHAPTER 11

Part A

1. D 6. C
2. A 7. C
3. B 8. A
4. C 9. A
5. D 10. C

Part B

11. customer
12. tip
13. guest
14. quiet-type regulars
15. lunch crowd
16. business, corporate, or government travelers
17. conventioners

Part C

18. A hotel guest's rights include the following:

- to expect a clean room
- to expect safe lodging
- to have a comfortable bed
- to have exclusive use and possession of a guest room
- to have privacy in the guest room
- to have service at a fair price with reasonable efficiency
- to be treated with respect
- to have all rights guests would have at other places

Reasons why guests have these rights include the following:

- they are paying for the use and occupation of the room
- they are paying for safety and protection
- hotels provide a public service
- laws guarantee guests certain rights and protections

19. A hotel guest's responsibilities include the following:

- to pay for the services and room used
- to not harm the hotel or other guests' property
- to not infringe on other guests' rights

A food operation customer's responsibilities include the following:

- to control children in order to protect them from harm and from infringing on other customers' dining privacy
- to pay for food and beverages ordered
- to tip the server
- to listen to the server repeat the order to make sure it is correct

20. A food operation customer's rights include the following:

- to receive good service, food, and beverages at a reasonable price
- to be served in a clean, sanitary, and safe facility

Reasons why customers have these rights include the following:

- Customers are paying for the products and services they are consuming and receiving.

- Local regulatory codes and agencies require that food operations are safe, sanitary, and clean so that customers will not be harmed or exposed to diseases.

CHAPTER 12

Part A

1. B 6. B
2. C 7. D
3. A 8. C
4. D 9. D
5. D 10. A

Part B

- | | |
|------------------------------|------------------------------|
| 11. Abraham H. Maslow | 14. physiological needs |
| 12. esteem needs | 15. belonging and love needs |
| 13. self-actualization needs | 16. safety needs |

Part C

17. Maslow's hierarchy of needs theory explains people's basic needs, general methods used to satisfy their needs, requirements for satisfying needs, and consequences if the needs are not satisfied. The theory outlines five levels of basic needs including the following:

- physiological needs
- safety needs
- belonging and love needs
- esteem needs
- self-actualization needs

Low-level needs must be met before a higher-level need can be met. Lower-level needs are first priority to fulfill before any other need or desire can be met.

Understanding this theory is important because it helps employers and employees understand needs of customers and guests of hospitality services. When guests are traveling, they easily recognize the need and priority to seek and fulfill their basic low-level needs for food, water, and shelter. When customers are hungry, they seek to fulfill their need for food and water. If they are unable to fulfill these needs immediately, the needs continue to occupy their concentration and become even more high priority.

18. Lifestyle factors that influence the perception of needs include the following:

- where a person is from
- a person's economic level and standard of living
- a person's expectations of the hotel, food operation, and other people
- a person's personality
- a person's need to satisfy his or her well-being

Another factor that explains reasons for guests' and customers' needs is their presence in the hotel or food operation and their commitment to someone or something.

19. Hospitality businesses attempt to fulfill the needs of customers and guests because the businesses' purpose is to give service. Customers and guests pay these businesses to fulfill their immediate basic needs so that they can enjoy other experiences.
20. A hospitality services business can satisfy needs of guests or customers by doing the following:
- anticipating a customer's needs
 - performing the needed service quickly and efficiently
 - hiring good employees
 - training each employee
 - making guests feel comfortable
 - maintaining high standards of performance and operation

CHAPTER 13

Part A

- | | |
|------|-------|
| 1. D | 6. B |
| 2. C | 7. C |
| 3. D | 8. C |
| 4. D | 9. D |
| 5. A | 10. B |

Part B

11. guest and customer service
12. complaint resolution
13. word-of-mouth communication
14. standards
15. baby boomer

Part C

16. Feedback from customers helps a business learn good and bad opinions about products and services. By obtaining this information, managers and owners can make decisions about the improvement of products, facilities, and services. Hospitality businesses are constantly looking for ways to improve their operation, products, and customer service.
17. Standards help ensure quality is maintained in business operation, products, and services. Standards are levels of excellence and measures of comparison for quality or quantity. High standards help a business and its employees know and maintain the quality that is expected of the business and their work. When high standards are achieved regularly, they should be raised again in order to improve quality or production quantities. Customers and guests prefer to purchase products and services of quality.
- provide quality guest and customer service, employees should strive to please customers
 - observe and anticipate customer needs
 - be personable, polite, caring, cordial, and helpful to customers
 - understand the job

- remember customer requests and satisfy them quickly
 - know ingredients and cooking specifications for each menu item or know each service offered at the business
 - be quick, neat, and efficient in all duties
 - remember that behavior has a direct effect on income each day
19. Complaint resolution is important to a business because if problems are managed well, customers will believe that the business cares about customers' needs and opinions. Customers also will express their opinions about the service they received through word-of-mouth communication, which can be positive or negative.
20. Steps for resolving customer problems include the following:
- Identify the problem.
 - Identify the customer's idea of what should be done to correct the problem.
 - Analyze the problem and think of possible solutions the business can implement.
 - Discuss solutions with the customer.
 - Make an agreement about how the problem will be resolved.
 - Implement the decision.
 - Determine if the action taken satisfied the customer and solved the problem.
 - If the customer is satisfied with the results, thank the customer for bringing the problem to the business' attention, and ask the customer to give the business another chance.
 - If the customer is not satisfied, discuss the situation again with the customer to find another way to solve the problem and satisfy the customer.
 - Implement the action.
 - Determine if the action solved the problem and satisfied the customer.
 - Repeat steps as necessary.
 - Send a follow-up letter apologizing for the problem and asking the customer to try the business again.

CHAPTER 14

Part A

- | | |
|------|-------|
| 1. D | 6. C |
| 2. A | 7. A |
| 3. B | 8. D |
| 4. B | 9. C |
| 5. D | 10. A |

Part B

11. credit card voucher
12. wake-up call
13. checkin
14. checkout
15. registration card

Part C

16. The responsibilities of front office employees include the following:
 - processing guest reservations
 - registering, checking in, and checking out guests
 - collecting payments
 - performing bookkeeping for each shift
 - auditing daily transactions
 - providing wake-up calls for guests
 - providing tourist and hotel information
 - handling guests' luggage, personal belongings, messages, mail, and personal requests
 - alerting housekeeping of vacant, dirty rooms
 - alerting maintenance of repair problems
 - alerting security of security problems
 - obtaining guest charges from other departments
 - working with the sales and catering departments about group reservations and special events
 - giving departments projected sales figures
 - informing management of problems
17. Employees should handle complaints diplomatically, always keeping guest satisfaction a priority. Guests should be moved to a private area to discuss a complaint. Employees should write down details about the complaint then restate it to be sure it is understood. Employees may resolve small problems, but more serious problems should be resolved by management. Employees should inform a manager about the problem before introducing him or her to the guest. Guests should always be thanked for expressing complaints. Follow-up letters or telephone calls should be made to ensure that the problem has been satisfactorily resolved.
18. The hotel front office is the center of the hotel operation for the following reasons:
 - Front office employees coordinate the activities of many departments.
 - The front office employees communicate with all departments about matters concerning overall hotel needs such as repairs, dirty rooms, guest needs, special events, group reservations and their affect on other hotel reservations, food and beverage specials, guest charges in other departments, revenue, collection of payments, bookkeeping, and auditing.
 - The front office employees have the most interaction with guests. They obtain information about guests' needs and pass the information on to departments that service the various needs.
 - Front office employees help promote the hotel and its features.

CHAPTER 15

Part A

1. D
2. D
3. B
4. C
5. A
6. B
7. D
8. B
9. C
10. A

Part B

11. revenue centers
12. service department
13. support centers
14. security department
15. beverage department
16. engineering or maintenance department
17. personnel division
18. restaurant department
19. housekeeping department

Part C

20. The engineering division's functions are to keep all hotel equipment, furnishings, fixtures, and property attractive and in good working order through preventive maintenance schedules and repair work. The duties of the engineering staff include making sure that all components of the hotel are operating properly, repairing components of the hotel that are not operating properly, and performing preventive maintenance work on all hotel components to help them last as long as possible.
21. The duties of the marketing division's staff members include the following:
- organizing and implementing sales efforts to attract potential guests from all of the hotel's targeted markets
 - developing and implementing the hotel's annual marketing plan
 - organizing and carrying out sales trips and sales blitzes to feeder cities to promote and sell the hotel's services
 - developing and implementing creative marketing, promotion, public relations, and advertising campaigns to promote the hotel
 - contacting businesses and organizations within the market for the purpose of selling the hotel's services
 - exhausting all possibilities for selling the hotel
 - maximizing the use of meeting or function space in the hotel by actively promoting the availability of space and properly scheduling events
 - making sure all catering requirements are completed for each event
22. The personnel division's function is to direct and coordinate the human resources needs of the hotel staff. The duties of its staff members include the following:
- advertising vacant employment positions
 - accepting employment applications
 - screening job applicants
 - checking a job applicant's references
 - scheduling job interviews
 - conducting employee orientation and safety training programs

Continued on next page

Part C—Continued

- handling paperwork, tax, insurance, and employee benefits information
- preparing for and participating in unemployment claim hearings
- conducting wage surveys
- informing employees of improper behavior or appearance when they are not complying with company policies and regulations
- collecting and maintaining records of every employee
- keeping records on all employees' benefits
- directing labor relations management work

CHAPTER 16

Part A

- | | |
|------|-------|
| 1. B | 6. B |
| 2. C | 7. C |
| 3. D | 8. D |
| 4. A | 9. A |
| 5. A | 10. B |

Part B

- | | |
|----------------------|---------------------|
| 11. detergents | 15. buffers |
| 12. disinfectants | 16. alkali cleaners |
| 13. solvent cleaners | 17. acid cleaners |
| 14. floor seals | 18. deodorants |

Part C

19. Equipment laundry attendants use include the following:
- commercial washing machines
 - commercial dryers
 - shelves
 - spring-bottom laundry carts
 - mechanical irons
 - floor squeegees
 - sewing machines
 - folders
20. Cleaning agents housekeeping employees use include the following:
- detergents
 - soaps
 - alkali cleaners
 - acid cleaners
 - solvent cleaners
 - disinfectants
 - deodorants
 - laundry aids
 - polishes

- shampoos
- floor seals

CHAPTER 17

Part A

- | | |
|------|-------|
| 1. D | 6. B |
| 2. B | 7. D |
| 3. C | 8. A |
| 4. A | 9. D |
| 5. C | 10. B |

Part B

11. night service
12. skip
13. stayover
14. vacant and dirty
15. room status

Part C

16. Clean guest rooms and public areas are important to a hotel operation because of the following:
 - guests do not want to stay in dirty hotel rooms
 - clean rooms and public areas create a pleasant environment that guests, employees, and visitors will enjoy
 - they are important to guest satisfaction, repeat business, preventive maintenance, and people's health
 - hotel owners and managers want their furnishings, property, and fixtures to last as long as possible without showing wear or breaking down
17. Room attendants' duties include the following:
 - ensuring the highest standard of cleanliness for items cleaned
 - cleaning a certain number of guest rooms within a certain period of time
 - gathering keys and clipboards with worksheet and pencil attached
 - checking and adjusting cleaning cart's supplies
 - cleaning and restocking cleaning carts at noon and at the end of shift
 - turning in lost and found items
 - reporting guest comments to executive housekeeper
 - reporting damaged or missing items, rooms they were unable to enter, guests who are ill or need help, and maintenance repairs needed
 - turning on all lights, opening drapes and windows, setting air conditioner/heater as instructed, and making sure television and radio work upon entering the room
 - making sure contents in ashtrays are extinguished and emptying ashtrays and trash cans
 - removing sheets and pillowcases and placing pillows, bedspreads, and blankets on a chair
 - taking bath linens out of bathrooms
 - cleaning the bathroom

Continued on next page

Part C—Continued

- cleaning the vanity area
 - dusting and cleaning guest room furnishings
 - restocking guest room supplies and linens in the bathroom, vanity, and guest room areas
 - making beds
 - vacuuming the floor
 - performing special cleaning projects assigned by the executive housekeeper
 - turning off lights, closing windows and drapes, setting air conditioner/heater unit as instructed when leaving guest rooms
 - changing room status on worksheet
 - spraying air freshener
 - locking guest room doors when leaving
 - removing housekeeping sign
18. Laundry attendants' duties include the following:
- sorting, washing, drying, folding, and ironing hotel linens
 - keeping count of each type and load of linen washed
 - knowing the proper load quantities for each type of linen in washers and dryers
 - spot treating stained linens as they are found
 - restocking and maintaining linen storage areas
19. Guest rooms are inspected because if a room is not cleaned properly, the hotel management, executive housekeeper, and/or inspector will ask the room attendant to finish the job. Hotel management does not want a guest to enter or be assigned to a dirty room. A dirty room will offend the guest who will complain and possibly go to another hotel. If the hotel gets a reputation for having dirty rooms, the hotel will lose business, have a difficult time trying to change its image, and may have to close.

CHAPTER 18

Part A

- | | |
|------|-------|
| 1. D | 6. C |
| 2. A | 7. B |
| 3. D | 8. A |
| 4. B | 9. C |
| 5. C | 10. D |

Part B

11. time management, energy management
12. fatigue
13. time log
14. work simplification

Part C

15. Fatigue causes an employee's work productivity and efficiency to decline. Fatigue occurs when productivity declines and energy levels decrease, and it can cause accidents and injuries if the employee does not get enough rest. Adequate rest and rest periods during the day are required to prevent and/or relieve fatigue. Working at an even pace (instead of an uneven pace) helps prevent fatigue.
16. Time and energy management help an employee organize tasks so that more tasks can be accomplished in less time than before; manage tasks in a way that conserves body energy and results in less fatigue; simplify work sequences and methods to become more time and energy efficient.
17. Work simplification techniques help employees conserve and effectively use time and energy and reduce fatigue. These techniques allow employees to organize tasks into a sequence that allows them to accomplish more than one activity at one time while eliminating unnecessary steps and to seek easier ways to complete tasks without losing quality.
18. An efficient housekeeping employee is one who plans his or her work, uses equipment properly, and paces himself or herself throughout the day.

The answer to the second part of this question is open for students' synthesis and evaluation-based opinions. By planning the work, keeping a regular pace, and using equipment properly, the employee improves his or her work methods and productivity while reducing the effort it takes to accomplish the tasks. Hotel management likes this type of employee because the employee takes care of the equipment, does not waste time, is thorough in completing the tasks assigned, is disciplined about the work, is less likely to become distracted, and often has a good attitude about the hotel and the work.

CHAPTER 19

Part A

1. C 6. B
2. A 7. C
3. B 8. D
4. D 9. A
5. D 10. D

Part B

11. sterilizing
12. germicides
13. disinfection
14. pathogens
15. sanitation
16. disinfectants
17. antiseptic

Part C

18. Sanitation and disinfection are important to hotel operations because hotels are responsible for protecting guests from harm, which includes protection against infections that can cause minor

Continued on next page

Part C—Continued

to serious illnesses. Sanitation and disinfection prevent the attraction of rodents and insects to areas around the hotel. They also prevent unpleasant odors and the spread of pathogens to guests. The probability of guests contaminating a room, its furnishings, or its linens with germs from communicable illnesses is immense considering the amount of people using hotel facilities each day. Ill or not, people spread germs, many times unknowingly. A working knowledge and understanding of sanitation and disinfection principles helps hotel housekeeping employees efficiently kill germs and prevent further contamination to new guests. By protecting against contamination and infection, hotels and their housekeeping employees maintain high standards of cleanliness and prevent liability claims and the loss of future hotel business.

19. Sanitizing and disinfecting techniques involve the use of germicidal disinfectants to kill pathogens. Disinfection is the process of freeing something from infection or contamination by destroying pathogens. Germicidal disinfectants are chemicals used to disinfect a surface by killing many pathogens. A surface must be clean and dry before a disinfectant can be applied and expected to work to its potential. Hot water helps sanitize linens and surfaces as they are being cleaned; however, it cannot be relied on totally. The use of disinfectants is necessary to prevent or reduce bacterial spread.
20. Sanitizing and disinfecting techniques used by housekeeping and laundry employees to remove and kill pathogens include the hotel's stated cleaning procedures; disposal of dirt, dust, grime, and garbage; and the use of germicide disinfectants. Housekeeping employees and laundry workers should try to allow enough time for the disinfectant to remain on the surface in order for it to completely kill pathogens. They should follow the disinfectant manufacturer's instructions for the amount of time needed for the disinfectant to kill pathogens on surfaces. As housekeeping employees work from one room to another, they should thoroughly rinse their cleaning cloths in detergent and disinfectant solutions to prevent the spread of pathogens from room to room. Laundry attendants can add disinfectants to the laundry's wash or rinse water to help kill thirty kinds of bacteria that otherwise could survive several washings. Adequate time and temperature are needed during wash cycles to kill pathogens on linens. The higher the water temperature, the less time it takes to kill the microorganisms. Disinfectants also may be used on the dryer's lint trap and the washer's basin to kill pathogens that thrive on these surfaces.

CHAPTER 20

Part A

- | | |
|------|-------|
| 1. D | 6. D |
| 2. C | 7. B |
| 3. B | 8. C |
| 4. A | 9. C |
| 5. D | 10. A |

Part B

11. Out Of Order sign
12. Do Not Disturb sign

Part C

13. The purposes for entering procedures include the following:

- to protect employees from harm by guests or unwelcomed intruders
- to protect guests' privacy in their rooms
- to discover unwelcomed intruders

These procedures are important because they promote safety and security of hotel employees as well as guest satisfaction.

14. The purposes for exiting procedures include the following:

- to make sure all room components have been cleaned
- to verify that all furnishings are in their proper places
- to make sure that all cleaning equipment and supplies are out of the room
- to set fixtures and equipment where energy and water consumption is reduced
- to be sure doors are locked securely

Exiting procedures are important because they provide assurance the room is presentable to the guest, energy and water are not wasted, and unwelcomed intruders are prevented from entering the rooms.

15. The procedures for entering a guest room or public restroom include the following:

- Knock on room door and say "housekeeping" loudly.
- Wait a few seconds for a response.
- If there is no response, knock on the room door and say "housekeeping" loudly again.
- Wait a few seconds for a response.
- If no response, open the door and slowly enter the room.
- If the room is occupied, apologize and leave.
- Wait until later or when the room may be unoccupied before repeating procedures and reentering.
- If room is unoccupied, place cleaning cart in front and against the guest room door or block the public restroom doorway with an "Out Of Order" sign.
- Begin cleaning.

16. If a room attendant enters a guest room that is occupied when it was believed to be vacant, the room attendant should immediately excuse herself or himself and leave the room. After leaving the room, the room attendant should immediately report the situation to the executive housekeeper. The executive housekeeper should investigate the situation with the front desk to determine the accurate room status.

CHAPTER 21

Part A

1. D 6. C
2. B 7. D
3. D 8. D
4. C 9. B
5. A 10. A

Part B

11. mildew
12. patching
13. stains
14. darning
15. mending

Part C

16. Linen care, maintenance, and repair is important to a hotel operation for the following reasons:
 - Linens are a major, yet necessary expense to the hotel.
 - Taking good care of linens helps reduce their replacement costs.
 - Hotel management wants linens to look as nice as possible for as long as possible.
 - Linen expenses can be major if linens routinely are not cared for, maintained, or repaired for continued use.
 - Nice linens are important to guest satisfaction.
17. Stain removal and mending should be performed as soon as possible after linens are stained, soiled, or damaged and before the affected linens are washed. If not performed then, stains and soil will set and possibly will become permanent stains. Also, linen damage—such as tears, holes, worn places, and missing stitches—could become worse during the cleaning process. Washing could make the damage more difficult to repair, and the appearance after repair usually is less attractive.
18. Laundry attendants remove stains by determining what caused the stain and by soaking the stain in water, applying a detergent paste on the stain, or using the stain treatment solutions hotel policies or a stain removal chart recommends. The laundry attendant should first test the method in an inconspicuous place on the item to make sure the method will not harm the item. The laundry attendant should treat a ring around the stain and work toward the center to prevent the stain from spreading. The laundry attendant should also dab the solution onto the stain because rubbing could damage the material and spread the stain. A white absorbent cloth, such as cotton, should be used with solvent stain removers. Laundry attendants should be careful not to wet the fabric too much so it will not shrink. After treating the stain, the item should be thoroughly cleaned.

CHAPTER 22

Part A

1. B 6. A
2. D 7. D
3. C 8. D
4. C 9. B
5. C 10. D

Part B

11. amino acids
12. calories
13. nutrients
14. lipids
15. metabolism
16. ascorbic acid
17. galactose

Part C

18. The functions of water include the following:
 - regulating body temperature through perspiration
 - transporting nutrients, oxygen, enzymes, waste materials, food materials, and blood cells
 - lubricating the movement of muscles and joints
 - sustaining cell health
 - holding digestion products in solution and permitting them to pass through intestinal walls and into the bloodstream for use throughout the body
19. The functions of carbohydrates include the following:
 - providing energy to the body
 - helping the body use fats efficiently
 - providing bulk or fiber to the body, which helps promote regular and normal waste elimination and may help prevent and treat digestive tract diseases and colon cancer and reduce blood cholesterol levels
20. Vitamins A, D, E, and K are fat-soluble vitamins. These vitamins can dissolve in oils or fat. They are stored in body fats and are absorbed into the body with the help of fats in the diet or bile from the liver. The body can hold only a limited amount of the fat-soluble vitamins; more than that amount is toxic to the body.

Vitamins C and B are water-soluble. They are capable of dissolving in water. They are not stored in the body and do not need fat or bile to be absorbed by the body. They need to be supplied to the body daily through food because they are constantly used and washed out of the body through sweat and urine. Foods rich in vitamins C and B can lose their vitamin nutrients during cooking, storage, or processing if care is not taken to prevent vitamin loss and destruction.

CHAPTER 23

Part A

1. A 6. A
2. B 7. C
3. D 8. D
4. C 9. A
5. B 10. C

Part B

11. nutrient retention
12. light destruction
13. oxidation
14. heat destruction
15. danger zone temperatures
16. food-borne organisms

Part C

17. Nutrient loss can be caused by the following:
 - high temperatures
 - long cooking times
 - water-soluble nutrients dissolving out of food
 - alkalies and acids
 - plant enzymes
 - oxidation
18. Ways to prevent or reduce oxidation include the following:
 - Cut food in large pieces so less inner surface area is exposed.
 - Heat cooking surface or solution before adding and cooking food to quickly stop oxidation.
 - Slow enzyme activity by keeping food refrigerated or frozen.
 - Deactivate enzyme activity by adding an acidic ingredient.
 - Do not prepare foods too far ahead of cooking or serving times.
 - Do not buy wilted fruits or vegetables.
 - Keep food fresh and crisp with proper storage.
19. Ways to retain water-soluble nutrients include the following:
 - Avoid soaking foods.
 - If soaking food is necessary, use the same liquid when cooking the food.
 - Do not discard juices from the food. (About one-third of the nutrients of canned food is in the food's juices.)
 - Use as little water as possible by using cooking methods that require less water.
 - Reduce cooking times.
20. Cooking protein affects its digestibility. Dry, high heat or long cooking times cause protein to coagulate or harden. For this reason, protein foods should be cooked at low temperatures until the food is done. By cooking foods at low temperatures, they do not harden and are easier to digest.

CHAPTER 24

Part A

- | | |
|------|-------|
| 1. C | 6. D |
| 2. B | 7. B |
| 3. D | 8. B |
| 4. A | 9. A |
| 5. A | 10. B |

Part B

- | |
|--------------------------|
| 11. bacteria |
| 12. infectious hepatitis |
| 13. bus tubs |
| 14. salmonella |

Part C

15. High standards of facility cleanliness helps keep the food operation in business while keeping it clean; neat; presentable; and free of safety hazards, rodents, and pests. Customers will not fear for their health. If food and beverages are not prepared in sanitary conditions, many people can become ill from food-borne illnesses or communicable diseases. A business also could be held liable and forced out of business. Food could also spoil because of improper food storage, which could cause illnesses or high food costs. Employees should not waste time searching for items while working, but instead should be able to find them quickly. This should help keep labor costs down. Items stored in their proper places do not create safety hazards by blocking paths. Many of the housekeeping and sanitation standards enforced in food operations are required by law and enforced by state and local health departments.
16. Food operation employees should be expected to practice good hygiene at all times, especially before and during working hours. When employees arrive at work, they must have bathed; have clean, well-groomed hair; have fresh breath; have a neat appearance; and must be wearing clean, neat uniforms. If employees have any cuts or open wounds, they must have them bandaged while working. Wounds on fingers should be bandaged to protect the finger and to prevent bodily fluids or scabs from getting into food products. Employees may need to wear protective gloves when working with food or equipment. In some cases, employees with cuts or wounds on their hands may be assigned duties that do not include food handling until the wounds heal.

The most important aspect of personal sanitation is hand washing. Food operation employees must wash their hands at the following times:

- before starting work
- after visiting the restroom
- after handling one type of food and before handling another type of food
- after handling money
- after touching the face, mouth, or hair
- after covering the face when sneezing and coughing
- after sweeping and mopping floors
- after cleaning equipment, counter tops, tables, and equipment
- after smoking

Continued on next page

Part C—Continued

Hair must be kept behind the shoulders or tied back away from the face. Keeping hair away from the face prevents it from falling into food. Employees should only smoke in break areas. Smoking near food preparation areas can cause ashes or cigarette butts to drop into food, spreading bacteria and ruining the food. Managers should excuse a sick employee from work rather than take the chance of infecting other people.

If food and beverage operations do not address personal sanitation requirements, they are at the mercy of the people they employ. A variety of people means a variety of hygiene standards. A food operation needs detailed standards that are followed.

17. Sanitizing dishes begins with cleaning them. Cleaning dishes begins while they are being cleared from tables. Dishes should be sent to the dishwasher before food dries on them. Food should be scraped and rinsed off the dishes to remove excess food particles before the dishes are placed in the dishwasher. The dishes go through three cycles: washing, rinsing, and sanitizing. The heat and detergent in the wash cycle and the heat and sanitizing chlorine additive in the rinsing cycle sanitizes the dishes, killing bacteria and other organisms. Silverware must be washed by a dishwasher twice to guarantee sanitation of the parts that come into contact with people's mouths. Air drying is more sanitary than towel drying.
18. Hotels and food and beverage operations should have a contract with a pest control company to help control insect and rodent problems. As often as once a week at many of these businesses, a pest control company representative may spray pesticide in particular parts of the buildings. Rodent traps should be set at all times to catch any rodents. Traps should be set where rodents have been seen. If the businesses—especially food and beverage operations—do not have a pest control program, then they will have pest problems that will quickly go out of control. Rodents and other pets could carry harmful diseases which could contaminate food products. To protect customers and employees, food operations should make pest control a priority.

CHAPTER 25

Part A

- | | |
|------|-------|
| 1. D | 6. D |
| 2. A | 7. C |
| 3. A | 8. D |
| 4. B | 9. B |
| 5. D | 10. A |

Part B

- | | |
|------------------------|---------------------|
| 11. utensils | 15. proofer |
| 12. food chopper | 16. trunnion kettle |
| 13. China cap strainer | 17. equipment |
| 14. French knife | 18. balance scale |

Part C

19. The following utensils or equipment would be the best to use for the following kitchen procedures.
- Wire whips or whisks, bench and floor model mixers, pastry blenders, sifters, and mixing bowls would be best to use for mixing.
 - French knives, slicer knives, utility knives, paring knives, cutting boards, vegetable peelers, zesters, utility shears, tomato slicers, potato cutters, ball cutters, food choppers, and slicers would be best to use for cutting, slicing, trimming, or peeling fruits and vegetables.
 - Roasting pans, baking pans, baking sheets, pizza pans, springform pans, loaf pans, hotel pans, and the various ovens (conventional, convection, microwave, roasting, deck, revolving, reconstitution, and toaster) would be best to use for baking and roasting.
 - Spoons, sauté pans, saucepans, sauce pots, double boilers, stock pots, ranges, various ovens (conventional, convection, microwave, reconstitution), high pressure steamers, and trunnion kettles would be best for cooking vegetables.
 - Modular hotel pans, buffet units, steam tables, bain maries, au gratin dishes, sizzle platters, pitchers, heated pass-throughs, infrared lamps, rollwarmers, cold servers, salad cases, dessert cases, walk-in coolers, and food carriers would be best for displaying or holding food before it is served.
20. Convection ovens cook food by using heated air and air circulation, also called forced heated air. A fan in the oven forces and circulates heated air within the oven, which produces faster cooking times at lower temperatures and more uniform cooking than conventional ovens. Revolving ovens resemble Ferris wheels on the inside. Baking pans are loaded onto each tray in the revolving oven as the tray comes to the oven's door. The trays revolve around the oven's interior while the food bakes. Revolving ovens provide even temperatures throughout the food and baking process, which result in uniform baking. Microwave ovens cook foods very quickly by using microwaves to create heat by agitating molecules in the food.

CHAPTER 26

Part A

- | | |
|------|-------|
| 1. C | 6. D |
| 2. D | 7. D |
| 3. D | 8. A |
| 4. A | 9. C |
| 5. B | 10. B |

Part B

- batch cookery
- physical inventory
- food costs
- product inventory
- labor costs

Part C

16. Food operations must control their costs if they want to make a profit, especially a desired amount of profit. The better costs are controlled and kept at specified percentage levels, the better the profit percentage will be from a food item. Uncontrolled expenses can cause a business to fail.
17. Quality control is the process of sustaining the quality of a product or the maintenance of quality at levels acceptable by a food operation's management, chefs, and buyer. Variables that could affect the desired outcome of a food product or service are controlled through quality control measures. For example, menu specifications and standardized recipes are designed to state which products are to be used for a food item and how the food item should be made. The purpose of standardized recipes is to ensure that the food product's quality, appearance, taste, aroma, texture, and consistency is exactly as the food operation's management and chef desire.

CHAPTER 27

Part A

- | | |
|------|-------|
| 1. D | 6. A |
| 2. A | 7. C |
| 3. D | 8. A |
| 4. C | 9. C |
| 5. B | 10. B |

Part B

- | | |
|-------------------------|--------------------------|
| 11. conversion formula | 15. standardized recipes |
| 12. yield | 16. convenience food |
| 13. menu planning | 17. food portioning |
| 14. menu specifications | 18. portion control |

19. Ways menus are used in food operations include the following:
- to present customers a list of food and beverages that are available to be prepared, served, and sold to customers
 - to give an impression about the food operation
 - to present entrees in a way that stimulates customers' appetites
 - to help food operations meet financial goals
 - to communicate the food operation's image, prices, and methods of food preparation and service
 - to advertise the food operation and promote repeat business
 - to guide equipment and supply purchases, facility planning, and personnel hirings
 - to encourage customer satisfaction, success, and profit
20. The purposes of menu specifications include the following:
- to provide descriptions of the characteristics of a food product, ingredient, or condiment used by the food operation for food production
 - to help the buyer purchase the exact items the food operation needs on a consistent basis at economical prices
 - to control costs and quality of food items

- to prevent miscommunication among purveyors, buyers, and users
- to allow other employees to handle purchasing duties in the buyer's absence
- to help with buyer and management training by being an educational tool
- to encourage bidding among purveyors for specific products based on spec information

CHAPTER 28

Part A

- | | |
|------|-------|
| 1. A | 6. D |
| 2. D | 7. A |
| 3. D | 8. D |
| 4. B | 9. C |
| 5. C | 10. B |

Part B

11. garnish
12. arrangement
13. food presentation
14. proportion
15. balance

Part C

16. When people see attractively prepared meals, their digestive juices are stimulated, making them eager to begin eating. Much of a food operation's success depends on food presentation, the act of making a meal attractive and exciting to the customer's eyes.
17. Principles important to remember when garnishing plated food include the following:
 - The selected garnish should always be fresh and of high quality.
 - If using more than one garnish, spread them out and do not clump them together.
 - Odd numbers of garnishes are more aesthetically pleasing than even numbers.
 - The garnish should be placed on the plate where it will keep its correct temperature so that freshness and quality will remain constant throughout the meal.
18. Two key principles are important to remember when plating the food: remove moisture and grease and create an appealing picture with food. Moisture or grease should be drained off the food item before the item is placed on the plate. Moisture and grease will ruin food presentation. Cooks and chefs want to create a picture when plating food. Food items should be placed where their colors will enhance other items on the plate and make the meal appealing to the customer. Meat or main entree items usually should be placed at the front of the plate as it faces the diner, with other food items surrounding the main entree on two sides. A garnish should be added if needed to provide contrast.

Part A

- | | |
|------|-------|
| 1. B | 6. B |
| 2. B | 7. C |
| 3. C | 8. D |
| 4. D | 9. C |
| 5. A | 10. A |

Part B

11. selling the menu
12. sidework
13. house specials
14. course
15. merchandising the menu

Part C

16. It is important for food operation employees to understand their customers because the food operation advertises to those customers. The food operation determines who its customers are, what styles of service they prefer, how much money the customer spends on meals, and how the food operation can attract the targeted customers. After learning about the customer, a food operation's management and employees will know how to target their services and menu to customers. Also, in order to better serve particular customers' needs, servers should try to understand customers' situations at the time of service. Some customers may be irritable, relaxed, noisy, in a hurry, indecisive, dieting, intoxicated, young, elderly, or handicapped. By realizing these situations from the start, the server may be better able to handle the customer's requests, comments, orders, or problems. By offering good service, the server often can satisfy the customer's needs and encourage the customer to come back to the food operation.
17. Employees should cooperate with co-workers because teamwork is vital to customer service. For example, if a server's station has more customers than he or she can handle and still provide good quality service, the server needs assistance. Other servers should assist and cooperate in all areas of providing service to customers. Cooperation also is important when picking up orders from pass-throughs. Servers should not grab each others' food orders. Servers should give assistance to other servers and be able to expect co-workers to return the favor.